

Measurement of Employee Engagement of

Movie Theatre XYZ

by

Jason Volk

A Research Paper  
Submitted in Partial Fulfillment of the  
Requirements for the  
Master of Science Degree  
In  
Training and Development

Approved: 4 Semester Credits

  
Kari Dahl

The Graduate School  
University of Wisconsin-Stout

July 2009

**The Graduate School  
University of Wisconsin-Stout  
Menomonie, WI**

**Author:** Volk, Jason J.

**Title:** *Measurement of Employee Engagement of Movie Theatre XYZ*

**Graduate Degree/ Major:** MS Training and Development

**Research Adviser:** Kari Dahl, College of Management

**Month/Year:** July, 2009

**Number of Pages:** 86

**Style Manual Used:** American Psychological Association, 5<sup>th</sup> edition

**ABSTRACT**

The purpose of this study is to assess the engagement of employees at Movie Theatre XYZ in a Mid-western rural town. The employees were asked to fill out the Q12 survey developed by Gallup Consulting, which is an organization that measures employee engagement (Van Allen, 2006). The data was collected and analyzed in order to show the level of employee engagement within the corporation.

Movie Theatre XYZ is a privately held, movie exhibitor located in the upper Midwest. The Movie Theatre XYZ, where the study was conducted is part of a larger Corporation, which has 7 other locations. There were 19 employees at Movie Theatre XYZ when the survey was administered. A total of 19 surveys were returned which is a 100.00% return rate.

The survey sample of the employees was chosen because they were the employees that have the greatest impact on positive business outcomes at Movie Theatre XYZ.

Many organizations are struggling in these economically challenging times. Organizations are looking for ways to improve business outcomes for example; productivity, customer loyalty, or sales growth. Disengaged employees are not as productive, loyal to the organization, and have a higher absenteeism rate, then engaged employees (Thackray, 2001). Employee engagement can make or break an organization, depending on the level of engagement. Employee engagement can turn an average performing organization into a high performing organization with regard to their overall culture. With the increasing need of Movie Theatre XYZ to take a different approach to attract, retain employees, and cut down on absenteeism, an employee engagement assessment was done to determine how employee engagement impacts the “Three Business Musts” (Johnson, 2006). The Three Business Musts are “profitability occurs when revenue exceeds expenses, work environment that is interdependent, supportive, team-based work environment, and customer delight, which is when the customer receives an unanticipated benefit from the use of the product/service” (Johnson, D. A., 2006, TRHRD-730 Class Notes/Handouts).

University of Wisconsin Stout

Menomonie, WI

### Acknowledgments

I would like to take this opportunity to thank Kari Dahl for giving me the preverbal kick in the pants, regarding this project. She inspired, provided great feedback, and gave me hope when I thought there was none. A tip of the hat also goes to Adrian Deasy for helping with all of my technical questions regarding Microsoft Excel. Last, but certainly not least my family and friends: my mother Ruby and my sister Marsha for helping me emotionally and financially. I also have to give a special thank you to my brother Bryan. Yes, I did it and no I am not a “career student!”

## TABLE OF CONTENTS

	Page
ABSTRACT.....	ii
List of Tables .....	vi
List of Figures .....	viii
Chapter I: Introduction .....	11
<i>Statement of the Problem</i> .....	12
<i>Purpose of the Study</i> .....	13
<i>Assumptions of the Study</i> .....	13
<i>Definition of Terms</i> .....	13
<i>Methodology</i> .....	16
Chapter II: Literature Review .....	17
<i>Organizational Culture</i> .....	17
<i>Power of Culture</i> .....	19
<i>Employee Engagement</i> .....	20
<i>Management By Objective</i> .....	27
<i>Deming's 14 Points of Management</i> .....	29
<i>Gallup's Q12 Feedback Process</i> .....	30
<i>Movie Theatre Corporation Culture</i> .....	33
Chapter III: Methodology .....	35
<i>Subject Selection and Description</i> .....	35
<i>Instrumentation</i> .....	35
<i>Data Collection Procedures</i> .....	37

<i>Data Analysis</i> .....	39
<i>Limitations</i> .....	39
Chapter IV: Results .....	40
<i>Quantitative Survey Questions</i> .....	42
<i>Qualitative Survey Questions</i> .....	61
Chapter V: Discussion.....	65
<i>Statement of the Problem</i> .....	65
<i>Purpose of the Study</i> .....	66
<i>Limitations</i> .....	66
<i>Conclusions</i> .....	66
<i>Recommendations</i> .....	73
References.....	74
Appendix A: Consent Letter.....	79
Appendix B: Q12 Survey Instrument.....	83
Appendix C: Qualitative Survey Responses.....	84

## List of Tables

Table 1: Ingredients for Success.....	26
Table 2: Q12 Survey Questions By Category.....	37
Table 3: I know what is expected of me at work, Mode and Median.....	42
Table 4: I have the materials and equipment that I need to do my work right, Mode and Median.....	44
Table 5: At work, I have the opportunity to do what I do best everyday, Mode and Median.....	45
Table 6: In the last seven days, I have received recognition or praise for doing good work, Mode and Median.....	47
Table 7: My supervisor or someone at work cares about me as a person, Mode and Median.....	49
Table 8: There is someone at work who encourages my development, Mode and Median.....	51
Table 9: At work, my opinions seem to count, Mode and Median.....	52
Table 10: The mission/purpose of this company makes me feel my job is important, Mode and Median.....	54
Table 11: My associates (fellow employees) are committed to doing quality work, Mode and Median.....	56
Table 12: Do I have a best friend at work, Mode and Median.....	58
Table 13: In the last six months, some at work has talked to me about my progress, Mode and Median.....	60

Table 14: In the last year, I have had opportunities at work to learn and grow, Mode and	
Median.....	61



## List of Figures

Figure 1: I know what is expected of me at work.....	42
Figure 2: Frequency of I know what is expected of me at work.....	43
Figure 3: I have the materials and equipment that I need to do my work right.....	43
Figure 4: Frequency of I have the materials and equipment that I need to do my work right.....	44
Figure 5: At work, I have the opportunity to do what I do best everyday.....	45
Figure 6: Frequency of at work, I have the opportunity to do what I do best everyday...	465
Figure 7: In the last 7 days, I have received recognition or praise for doing good work..	47
Figure 8: Frequency of in the last 7 days, I have received recognition or praise for doing good work.....	48
Figure 9: My supervisor or someone at work cares about me as a person .....	49
Figure 10: Frequency of my supervisor or someone at work cares about me as a person.....	50
Figure 11: There is someone at work who encourages my development.....	50
Figure 12: Frequency of there is someone at work who encourages my development....	51
Figure 13: At work, my opinions seem to count.....	52
Figure 14: Frequency of at work, my opinions seem to count.....	53
Figure 15: The mission/purpose of the company makes me feel my job is important....	54
Figure 16: Frequency of the mission/purpose of the company makes me feel my job is important.....	55
Figure 17: My associates (fellow employees) are committed to doing quality	

work.....	56
Figure 18: Frequency of my associates (fellow employees) are committed to doing quality work .....	57
Figure 19: I have a best friend at work.....	58
Figure 20: Frequency of I have a best friend at work.....	59
Figure 21: In the last six months, some at work has talked to me about my progress.....	59
Figure 22: Frequency of in the last six months, some at work has talked to me about my progress.....	60
Figure 23: In the last year, I have had opportunities at work to learn and grow.....	61
Figure 24: Frequency of in the last year, I have had opportunities at work to learn and grow.....	62
Figure 25: Frequency of what do you like best.....	63
Figure 26: Frequency of if you could change anything about your job, what would it be and How would you change it.....	64

## Chapter I: Introduction

Many organizations are struggling in these economically challenging times. Organizations are looking for ways to improve business outcomes, for example; productivity, customer loyalty, or sales growth. Disengaged employees are not as productive, loyal to the organization, and have a higher absenteeism rate, than engaged employees (Thackray, 2001). Employee engagement can make or break an organization, depending on the level of engagement. Employee engagement can turn an average performing organization into a high performing organization with regard to their overall culture. Therefore, the researcher is studying the level of employee engagement to assess the culture of Movie Theatre XYZ, so business performance can be enhanced.

The researcher is currently starting the fifth year of service, at Movie Theatre XYZ, as the General Manager. Movie Theatre XYZ (throughout this research paper, the identity of this corporation will remain anonymous) is a privately held, movie exhibitor located in the upper Midwest. The Movie Theatre XYZ, where the study is conducted is part of a larger corporation, which has 7 other locations. The corporation has been a part of the Midwest landscape, since 1996 and has earned a reputation for management by numbers/management by objectives (MBO) (Deming, 1982). This model is felt in all phases of the corporation from the design, layout, and operation of the theatres. All of the corporations' movie theatres have different amenities and features, regarding accepting credit cards, digital projectors, the use of gift cards, and party rooms.

The movie theatre industry has gone through a lot over the past 60-70 years, with regard to the invention of such technological advances: Television (TV), Video Cassette Recording (VCRs), Digital Video Disc (DVDs), High-Definition Television (HDTV), and internet piracy.

These technologies have impacted our culture and the way we socialize. The movie going experience is a social activity. Over the last ten years the consumers have shifted their spending habits when it comes to their entertainment choices. During good economic times consumers are more apt to spend their discretionary income on other entertainment choices. The current economic down turn has reversed that trend. Consumers are looking for a bargain, since the economy is not as robust as it was a year and a half ago.

All of the theatre chains throughout the world have experienced a drop and rise in business due to the nature of the current economy. The current state of the economy has hit the corporation and Movie Theatre XYZ. It has led to fewer hours for employees and more work for the managers, plus, a cutting of benefits for the employees.

### *Statement of the Problem*

Many organizations are struggling in these economically challenging times. Organizations are looking for ways to improve business outcomes for example; productivity, customer loyalty, or sales growth. Disengaged employees are not as productive, loyal to the organization, and have a higher absenteeism rate, then engaged employees (Thackray, 2001). Employee engagement can make or break an organization, depending on the level of engagement. Employee engagement can turn an average performing organization into a high performing organization with regards to their overall culture. With the increasing need of Movie Theatre XYZ to take a different approach to attract, retain employees, and cut down on absenteeism, an employee engagement assessment was done to determine how employee engagement impacts the “Three Business Musts” (Johnson, 2006). The Three Business Musts are “profitability occurs when revenue exceeds expenses, work environment that is interdependent, supportive, team-based work environment, and customer delight, which is when the customer

receives an unanticipated benefit from the use of the product/service” (Johnson, D. A., 2006, TRHRD-730 Class Notes/Handouts).

### *Purpose of the Study*

The purpose of this study is to assess the engagement of employees at Movie Theatre XYZ in a Mid-western rural town. It is assumed that by assessing the type of employee engagement Movie Theatre XYZ has, the information will help with the direction the Movie Theatre XYZ management staff must take to enhance business performance.

### *Assumptions of the Study*

During the duration of the study/thesis, Movie Theatre XYZ will not be implementing any new policies or procedures. The researcher is assuming that by understanding employee engagement at Movie Theatre XYZ, management will gain a better understanding of how to provide a better culture for employee's. Additional assumptions include:

- The researcher is the General Manager of Movie Theatre XYZ.
- Employees willingness to be open and honest, while responding to the survey and provide accurate results.
- The researcher will evaluate the information received and produce meaningful and useful findings correctly.

### *Definition of Terms*

*Big Hairy Audacious Goals (BHAGs)*. “Commitment to challenging, audacious – and often risky – goals and projects that channel its efforts to simulate progress in a visionary company” (Coffman, 2000, p. 1).

*Change*. “To make or become different” (Merriam, Webster, 2003).

*Clock Building.* Building a company that will prosper far beyond the presence of any single leader through multiple product life cycles (Collins & Porras, 1994).

*Culture.* “Is the aggregate of beliefs, attitudes, values, assumptions, and ways of doing things that is shared by members of an organization and taught to new members” (Lussier & Achua, 2007, p. 398).

*Efficient.* “Doing things right” (Johnson, 2006).

*Effective.* “Doing the right thing” (Johnson, 2006).

*Employee Engagement.* “The extent to which employees commit to something or someone in the organization, those who are loyal and productive” (Lockwood, 2007, p. 2).

*Human Sigma.* “Focuses on reducing variability and improving performance...the quality of the employee-customer encounter, weaving together a consistent method for assessing it and a disciplined process for managing and improving it” (Fleming, Coffman, & Harter, 2005, p. 1).

*Management By Objectives (MBO).* Manage work efforts by goals with the idea of improving management and work productivity by being more defined about the intended outcomes (Deming, 1982).

*Three Business Musts.* “Profitability - When revenue exceeds expenses. Work Environment – Interdependent, supportive, team-based work environment. Customer Delight – The customer receives an unanticipated benefit from the use of the product/service” (Johnson, D.A., 2006, TRHRD-730 Class Notes/Handouts).

*Time Telling.* Being a charismatic visionary leader with great ideas (Collins & Porras, 1994).

*Visionary Companies.* Their premier institutions—the best of the best and are industry leaders. All of their peers emulate and envy them. They have a long track record of making a significant impact on the world around them. They are not just another company, but an institution. They prosper over long periods of time through many and multiple product life cycles and generations of active leaders (Collins & Porras, 1994).

#### *Limitations of the Study*

1. The results of this study are limited to Movie Theatre XYZ.
2. Study only includes the employees of Movie Theatre XYZ.
3. The results will be based on the data collected from the surveys turned in.
4. The researcher is the General Manager of Movie Theatre XYZ.
5. The other theatres in the chain will not have an opportunity to participate in the survey.
6. Mindset of the movie theatre exhibitor industry.

### *Methodology*

The researcher will assess the culture of Movie Theatre XYZ by using an approach that is qualitative and quantitative for collecting data/data collection. Assessing the organization's culture the researcher used Movie Theatre XYZ employees to gather the data. The researcher used the Q12 survey developed by Gallup consulting. Over the past three years, more than 1.5 million employees have completed the survey (Thackray, 2001). The Q12 has 12 core objective questions (quantitative) and 2 subjective questions (qualitative), which will be given to the employees of Movie Theatre XYZ. Questions 1-12 were taken directly from Gallup's Q12 survey to assess the employee engagement levels of Movie Theatre XYZ. Organizations are looking for ways to improve businesses outcomes for example; productivity, customer loyalty, or sales growth. Disengaged employees are not as productive, loyal to the organization, and have a higher absenteeism rate, then engaged employees (Thackray, 2001). The researcher analyzed the data using the averaging method for each question, which were the mode, median, minimum, and maximum. Plus, the researcher analyzed the standard deviation to measure the strength of the reliability of the data collected.

The last 2 questions on the survey are qualitative. The responses to these questions will be coded and tabulated for each of the questions. The data was reported in frequencies and percentages for each question. The researcher conducted frequency tests on all of the qualitative questions to measure which responses occurred the most in each question.

Through this the researcher reviewed literature on employee engagement, and administered the Q12 employee engagement survey to employees of Movie Theatre XYZ. The results of the survey were analyzed, which drew the researcher to make conclusions and recommendations.



## Chapter II: Literature Review

### *Introduction*

Many organizations are struggling in these economically challenging times. Organizations are looking for ways to improve business outcomes for example; productivity, customer loyalty, or sales growth. Disengaged employees are not as productive, loyal to the organization, and have a higher absenteeism rate, than engaged employees (Thackray, 2001). Employee engagement can make or break an organization, depending on the level of engagement. Employee engagement can turn an average performing organization into a high performing organization with regards to their overall culture.

### *Organizational Culture*

Every organization is unique because of their culture and is distinguished by its own beliefs and philosophies. These beliefs and philosophies aid in the approaches to their problems, problem solving and decision making methods. Cultures are manifested through the values and principles that leaders preach about and practice. This trickles down to the attitudes and behaviors of employees', which in turn, translates to ethics, policies, and procedures being followed. High-performing organizations are unmistakable, regarding their profile. Their profile sets them apart because of their culture, the people, structure, and management systems, which they conduct business in (Lussier & Achua, 2007). Average performers do not stack up to high-performing organizations. Average performer's cultures do not give meaning to each individual's membership in the workplace, which does not define the organization's being (Lussier & Achua, 2007).

Culture of an organization determines how it will respond to problems of survival in external and internal environments. Behavior is dictated by role expectations that are derived

from values and practices, which become embedded in how the organization conducts business. These values are shared by the managers and employees and taught persistently to new employees, in order to help the new employees assimilate to the organization's culture (Lussier & Achua, 2007). As employees gain experience the values become more meaningful and rooted into the organization's culture that employees are not consciously aware of them. The values then become underlying and part of the culture. Regardless of leadership change the values of the culture remain the same, but the values are articulated and incorporated through many components of the culture. These are the components that help articulate and incorporate the leader's vision, mission statement, and organization's strategy (Lussier & Achua, 2007, p. 399).

The culture of an organization integrates everybody into how the organization lives and breathes. The culture also helps employees relate to one another and help define their role in an organization (Dahl, 2006). According to Wildermuth, (2008) culture is a collective programming of the mind. This programming is permeated throughout the organizational life pertaining to the official and unofficial rules of the organization, meaning the way things ought to be done (official) and the way things are done (unofficial).

When people figure out that they ultimately define an organization's culture, they will truly become empowered to make their organizations more efficient and effective. This will be based on what is currently happening around them in the organization and will foster improvements in the areas that need to be improved (Walton, 1986).

Management has the job of leadership. With leadership comes the responsibility of management to discover the barriers that prevent employees from taking pride in their own work. Employees know what and where the barriers are, which are numbers and not quality. Meaning the product is turned out quickly and poorly. Management has a deaf ear when it comes to

employee suggestions. In turn this causes employees to spend too much time on rework, poor tolls, and dealing with problems from incoming materials (Walton, 1986).

Supervisors are supposed to help employees do their jobs better, but they end up having the opposite effect. Supervisors are hired straight out of college. This leads them to not know how to supervise the work, because they have never worked the job before (Walton, 1986). This creates problems for the workforce. They essentially are blamed for the inadequacies of the system and the responsibility of the system lies solely on management. According to Deming (1982) workers are responsible for only 15 percent of the problems and the system is the other 85 percent. According to Koch (1998) the 85-15 rule has changed to the 80-20 rule.

When the deep beliefs are inconsistent with espoused values in organizations, deep beliefs and assumptions only can change as experience change. Only then will the culture change. If the organization tries to “empower” people, but an attitude still exists of “they won’t let us do it” the culture will not change. This example is a testament about our naïveté regarding culture. We think we can change the culture simply by making a declaration of new values, which will only produce cynicism. When the individuals gain new knowledge to bring to the organization, then cultural change can occur (Senge, Kleiner, Roberts, Ross, & Smith, 1994).

### *Power of Culture*

The power of a culture can have a positive or negative effect. When the organization’s culture needs fit the external environment and strategy, implementation of the strategy is successful by employees. The employees’ willingness to implement is voluntary and positive, meaning the culture is grounded in values, practices, and all the behavioral norms match the requirements for good strategy implementation. People are able to do their jobs in an effective and efficient manner, where performance and business ethics problems are alleviated.

Organizations address the culture requirements: “happiness, significance, achievement, and legacy” (Lussier & Achua, , p. 399).

Accordingly, Johnson (2006) spoke of the Three Business Musts that must be met simultaneously. The Three Business Musts are “profitability occurs when revenue exceeds expenses, work environment that is interdependent, supportive, team-based work environment, and customer delight, which is when the customer receives an unanticipated benefit from the use of the product/service” (Johnson, D. A., 2006, TRHRD-730 Class Notes/Handouts).

An organization could not try and work with two out of the three, because the organization would fail over the long-term. This would not be a high-performing and strong culture.

Organizations that practice performance improvement want to strive to be free of defects. Defects are costly. It costs as much to correct a defect, as to make it in the first place. Reducing defects is a never-ending program of improvement. Rework is only a part of the cost of poor quality, and poor quality begets poor quality. It lowers productivity and arrives in the customer hands. Unhappy customers tell all of their friends, which have a multiplying effect (Deming, 1982).

### *Employee Engagement*

Organizations are looking for new ways to make that emotional connection between the employee and the organizations. Employee engagement is a tool that many organizations are tapping, in order to increase overall profitability and enhance positive business outcomes.

According to Gallup and Towers and Perrin, there is mounting evidence that employee engagement correlates to organizational performance in the areas of productivity, retention, turnover, customer service, and loyalty to individual groups in the organization (Ketter, 2008).

According to Ketter (2008) “engagement is a new word for motivation, passion, and

commitment” (p. 45). She suggests that organizations need to ask are we motivating our people, are we caring about our people, and are we challenging our people (Ketter, 2008).

Organizations with high employee engagement share intimate connections, for example, job title, role, or function (Senge, Kleiner, Roberts, Ross, & Smith, 1994). Engaged employees know each other's preferences and predilections and this allows the employees of the organization to speak honestly and openly about what they believe, feel, think, and aspire to be. Leaders of engaged employees can earn loyalty and may notice a decline in turnover rates, because employees feel valued they are more likely to stay with the organization (Senge, Kleiner, Roberts, Ross, & Smith, 1994). Organizations that use intimacy as a tool for employee engagement need to be careful not to over step personal boundaries and invade the employees privacy, as well, no one should ever feel pressure to unveil details of their personal lives. Intimacy offers a rich sense of involvement, which requires a level of trust because of the vulnerability. Managers and supervisors may require more time and attention in the beginning of setting up intimacy in an organization. It leads to great time saving, because employees understand each other intimately, waste less effort, and the quality of decisions increases. This is due to truth telling and commitment to common purpose (Senge, Kleiner, Roberts, Ross, & Smith, 1994).

Employees can express a wide range of feelings at work. These feelings range from genuine caring to mutual respect for colleagues. Employees in the generations under the age of fifty appear to be more comfortable with this kind of expression and they demand it. Organizations hoping to attract the best of the employees under the age of fifty have no choice but to display human feelings in the workplace. Organizations have to take into consideration

with full acknowledgement the whole person at work, not just their professional role (Senge, Kleiner, Roberts, Ross, & Smith, 1994).

Six Sigma (2005) is a quality improvement methodology that is prevalent in a manufacturing setting. Six Sigma (2005) measures quality in an organization. Human Sigma (2005) developed from Six Sigma, takes a look at the employee-customer encounter, regarding the human aspect. A simplistic view of Human Sigma takes an emotional connection between the organization and employees, also translates to the employee-customer relationship (Fleming, Coffman, & Harter, 2005). "Human Sigma combines the power of two Gallup Consulting concepts: employee and customer engagement. Our Human Sigma approach provides leaders with the means to reduce the variance in performance across organizational units (Van Allen, 2006, p.1). The local approach of the employee-customer relationship has to be managed and measured differently. The levels of variation differ greatly from location to location. Satisfied customer's who are emotionally satisfied contribute far more to the bottom-line. Compared to rationally satisfied customers, customers fall into two distinct groups: customers with strong emotional connection to the organization and those who do not (Fleming, Coffman, & Harter, 2005).

Every interaction that takes place between the employee and customer affords an opportunity to solidify the customer's emotional connection to the organization. Emotional connections can be made and broken on every transaction, which is largely untapped (Fleming, Coffman, & Harter, 2005). These interactions are the only way to tug on the heartstrings of customers. "Fully engaged customers deliver a 23% premium over the average customer in terms of share wallet, profitability, revenue, and relationship growth" (Fleming, Coffman, & Harter, 2005, p.4). Twenty-nine percent of employees are energized and committed at work in

the United States (Fleming, Coffman, & Harter, 2005). Engaged employees have higher levels of productivity, and are more effective at engaging and serving the customer. Gallup Consulting estimates that unengaged employees alone cost companies \$300 billion in lost productivity per year in the United States alone (Fleming, Coffman, & Harter, 2005).

Direct cost efficiencies deal with the level of quality committed and uncommitted employees produce for organizations. Committed employees stay longer with an organization reducing training and replacement costs. These efficiencies directly translate to increased profitability (Fleming, Coffman, & Harter, 2005).

Indirect customer outcomes are productive and committed employees that generate stronger customer connections. These customer connections lead to higher levels of customer retention, profitability, and growth, because of employee engagement (Fleming, Coffman, & Harter, 2005). The scourge of organizations that aspire to become high performing organizations is local performance variation (Fleming, Coffman, & Harter, 2005).

Unfortunately, in most organizations, variability in the effectiveness of the employee-customer encounter goes largely undiagnosed. As a result, revenues and profits are bled off, and growth is anemic. The extensive range of local performance variation that exists in every company we've studied means that there is really no such thing as a single corporate culture or unified brand. There as many cultures and "brands" as there are local work groups and customer touch points. (Fleming, Coffman, & Harter, 2005, p.6)

Sometimes local managers are blamed for variability beyond their control from location to location on factors such as store size, age, or locale (Fleming, Coffman, & Harter, 2005). Factors that explain local variability are product price, processes, and policies (Fleming, Coffman, & Harter, 2005).

That is why the corporation's culture may not work at one of the other theatres locations, because the local management staff influences what type of culture XYZ has. That is why the culture of Movie Theatre XYZ needs to be analyzed and measured to make changes as needed.

More than two decades ago, W. Edwards Deming and Joseph Juran noted that variability on critical performance metrics is a threat to the vitality of an enterprise because it is evidence that the business is not being managed effectively. And intuitively, it makes sense that the greater the range of performance on critical performance measures, the more costly the business is to operate. (Fleming, Coffman, & Harter, 2005, p.6)

Organizations that engage customers and not employees are living on borrowed time. The long-term implication to customer engagement is devastating because customer engagement erodes away. Over time local variability must be reduced to increase overall performance (Fleming, Coffman, and Harter, 2005).

Human Sigma combines employee and customer engagement, which provides leaders with an approach for reducing the variance in performance across organizational units (Van Allen, 2006).

Organizations without a plan for the future will not stay in business. Employees that work for those organizations will be less likely to stay at that organization, because other organizations will look more promising (Walton, 1986). According to Deming (1982), management must lead the way because they are the only ones that can initiate improvement in quality and productivity. Employees cannot achieve this feat on their own. Removing irritants or solving problems is not improvement of a process. This is called "putting out a fire." According to Deming (1982), workers are responsible for only 15 percent of the problems and the system is responsible for the other 85 percent. Poor quality leads to decreased customer satisfaction and productivity.



Great managers look inward. Managers look into each individual's differences in style, goals, needs, and motivation of each person. Even though these differences are small and subtle, managers that want to be great need to pay attention to these differences in order to release each person's unique talents into high performance (Buckingham & Coffman, 1999).

Great leaders look outward at the competition. Leaders look to the future and for alternative routes forward. They look for broad patterns, connections, cracks, and then press home their advantage where resistance is the weakest. Leaders must be visionaries, strategic thinkers, and activators (Buckingham & Coffman, 1999).

Most businesses, whether in the service, manufacturing, or packaged goods sectors, realize that a customer who feels understood is a step closer to real satisfaction and genuine advocacy. Partnership and advice are the most advanced levels of customer expectation. If you can consistently meet these expectations, you will have successfully transformed prospects into advocates.

Therefore, to meet this expectation you need employees on the front line who are wired to find the right words and right tone for each specific customer. By its very definition, you cannot legislate this in advance. A sense of partnership develops in real time. It is in the hands of the employees. (Buckingham & Coffman, 1999, p.

Table 1

Ingredients for Success (Senge, Kleiner, Roberts, Ross, & Smith, 1994, p. 15)

Ingredients for Success	
1920 - 1990	1990 - the Future
Efficient Manufacturing	Distributing power while increasing discipline
Effective mass marketing	Systemic thinking skills as well developed as reductionist skills
Rapid adoption of technology	Improved conversation
Financial acumen	Voluntary followership
"Theory Y"	

According to Senge, (1994), the abilities on the left of the chart will continue to be important. The bureaucratic way of life, after all, has done a great job in raising our material standard of living, and relieving us from the oppression of hard, physical labor. But I don't think the new attributes will be a fad. Their essence, when you cut through all the propaganda, is marrying together individual growth and economic performance. You can never separate them. If you try to walk down one road without the other, you will not build a great organization. For me, personally, one of the turning points was the day I had to say to myself: What do I want to do with the rest of my life? Do I want to spend it coping with politics and other organizational

diseases—or do I want to spend it working on building a great organization? (Senge, Kleiner, Roberts, Ross, & Smith, 1994, p. 15)

*Management by Objectives (MBOs)*

In the middle to late 20<sup>th</sup> century management by objectives (MBOs) was all the rage in American organizations. Management managed the organizations with defined goals, lower level action plans, mission statements and, participative decision-making (Brim, 2004). This style also established the end results, which were the performance standards for each and every objective. Measurement was used periodically to assess the status or outcome of the goals (Brim, 2004). According to Brim (2004) he used the term of goal to describe a goal or objective when speaking of the purpose to describing in broad terms for the process defining an outcome that is to be accomplished, which is not currently within reach (Brim, 2004). During this time work efforts were managed by goals. With the idea that improved management and increased productivity would occur with better-defined intentions of the intended outcomes (objectives) (Brim, 2004).

Goals/objectives that are not well thought out, or implemented will not succeed. Just having/thinking of a goal does not ensure that it will be reached. In laymen terms “If you don’t know where you are going, you’ll probably get there” (Brim, 2004, p. 3). A weakness of MBO theory deals with correcting broad or vaguely stated goals with the assumption of improving performance. The goals get accurately noted, stated, and stored in an annual volume, only to be occasionally looked at and used as a measurement or reference device. That inevitably defeats the purpose of MBO’s (Brim, 2004).

During this time, Japanese organizations did not run their organizations in this manner. W. Edwards Deming (1982) went to Japan post World War 2 and instituted a quality approach, where statistical analysis was used to help find and reduce variation within the system (Walton,

1986). This approach of quality helped start the team environment where a group of people from across the spectrum of an organization would get together. These people would form quality teams and seek out causes of variation and take steps to eliminate the variation. The overall outcome of reducing variation is improved quality with zero defects. Even though, zero defects are a cliché Deming (1982) frowns upon the use of slogans to drive an organization (Deming, 1982). Deming (1982) suggested that goals are ultimately achieved by persistent, attentive measurement involving the using of statistical analysis to look at the details and quality improvement. The identification and removal of the defects, issues, and obstacles one at a time ultimately lead to objective achievement (Deming, 1982). Deming's model revolves around successfully responding to goal quality issues and addressing the work environment and its context. It all boils down to creating a team environment (Quality Circles) at mid-management levels and below, in order to protect and nurture the (goal) with regard to the effort put forth for the goal. Deming's model addresses two things regarding the complexity of work:

1. Pursuing goals through achieving zero defects with a singular/galvanizing focus.
2. Creating a structure to follow a series of best practices or task lists to ensure the highest quality is achieved with maximal optimization for each objective (Brim, 2004).

*Deming's 14 Points of Management*

1. Create constancy of purpose for improvement of product and service, with the aim of long-term success in mind. Providing jobs, staying in business with the emphasis on staying competitive for the long-term.
2. Adopt the new philosophy, management must learn responsibility and take on leadership for change and answer the challenge of the new economic age.
3. Cease dependence on mass inspection, build quality into the product on the first place and eliminate the need for mass inspection.
4. End the practice of awarding business on price tag alone. The emphasis should be on minimizing the total cost and move towards building a relationship with a single supplier for any one item, because the relationship will foster loyalty and trust. This will be due to the dynamic of the relationship in terms of long-term prosperity on both ends of the relationship.
5. Improve constantly and forever the system of production and service, which will lead to constantly decreasing cost when improvement of quality and productivity. They go hand in hand.
6. Institute training on the job.
7. Institute leadership. Supervision of management needs to be overhauled. With the aim of supervision being a helpful entity, instead of a hindrance for the worker to complete their job. Supervision should help people do their job better with all aspects of their job including all the machines and technologies.
8. Drive out fear. This will allow everyone to work more effectively and efficiently for the organization.

9. Break down barriers between staff areas. All employees across the spectrum of an organization should work together as a team to abate/fix problems that may occur with product or service. In order to improve on the quality and keep costs down.
10. Eliminate slogans, exhortations, and targets for the workforce. These sorts of things create adversarial relationships, which is the bulk of the causes of low quality and productivity. These causes belong solely to the system, which lies beyond the power of the employees.
11. Eliminate numerical quotas.
12. Remove barriers to pride of workmanship. The organization should switch from strictly how much is produced to the quality being produced. Abolishment of the annual or merit rating and of management by objective will also restore pride of workmanship to all employees of the organization. Institute a vigorous program of education and retraining. Investing in organizational development and making it a priority to let the employees' know that the organization wants them to succeed. Keeping the employees' engaged in the organization by taking an interest in their career development.
13. Institute a vigorous program of education and self-improvement.
14. Put everybody in the company to work to accomplish the transformation. The transformation is everybody's job. (Deming, 1982, pp. 23-24)

#### *Gallup's Q12 Feedback Process*

The Gallup Organization set out in 1996 to create a better feedback process. The feedback process was opinion based, so large and small organizations could use it as a tool to release and direct the feedback they were getting.

Gallup's primary goal was to identify and measure the link between employee engagement and positive business outcomes (Van Allen, 2006). The result was the Q12 survey, which is a 12-question survey. Employees rate the questions voluntarily on a scale of 1 to 5. The scale shows employee's weak or strong agreement with the Q12, which shows the link between high survey scores and employee's performance (Van Allen, 2006).

Gallup Consulting maintains one of the world's most comprehensive employee engagement databases that have linked employee engagement to relevant business outcomes. These business outcomes are retention, productivity, profitability, customer engagement, and safety. They also collect information on work force demographics, including length of service, function, level, status, for-profit/non-profit, exempt/non-exempt, and union/non-union, and update their employee engagement database annually. Gallup Consulting enables their clients to benchmark their organization's employee engagement levels against data collected in 37 languages from:

- 4.86 million employees
- 466,667 workgroups
- 384 organizations
- 12 major industries
- 7 major world regions
- 14 countries (Van Allen, 2006).

In recent years this tool has been used by more than 87,000 divisions or work units within corporations, and approximately 1.5 million employees have participated. For companies that were able to provide data across units, comparisons of engagement scores reveal that those with

high Q12 scores have also experienced lower turnover, higher sales growth, better productivity, better customer loyalty or other manifestations of superior performance. (Thackray, 2001, p. 2)

The Q12 deploys a feedback methodology by creating a factual base for discussion and debate of the causes behind the numbers that improve engagement, which yields actionable input from the employees and managers regarding changes in attitude, conduct, policies and processes (Thackray, 2001).

When energies are released from feedback, engagement increases, because of what lies with the feedback: excitement, hope, mindfulness, determination, and a dozen more human attributes (Thackray, 2001). Once the Q12 results are released managers and subordinates have a sense they can move mountains together and appear galvanized, possess incredible feelings of yes, we can make a difference to the team's culture, improve processes, and enrich skills. Employees yearn for a workday that is meaningful, because they deep down want to identify with the goals of the organization, when it pertains to performance, quality, and similar values (Thackray, 2001).

According to Tommy Joseph of International Paper in Mansfield Mill, Louisiana, the Q12 process that employees and management go through is more important than the Q12 questions, and opens up a dialogue between parties (Thackray, 2001). The dialogue opens up boundaries that were not accessible before, regarding topics of conversation. The feedback was valuable because the dialogue of the team made workers aware of the shortcomings (Thackray, 2001). Employees came forward for help on team training techniques, conflict resolution, problem solving, and better communication (Thackray, 2001).

According to Lieske Robbert of Swissotel, sharing successes is an extraordinary tool for an organization, but they do not want people to copy others' behaviors (Thackray, 2001).



Reproducing behaviors by modeling could give the wrong message about the Q12 process (Thackray, 2001). “We want people to do it [find improvements] themselves, in a way that is natural, instinctual, not to follow a process” (Thackray, 2001, p. 5). According to John Sheffler of Swissotel, a difficult thing to do is unlocking employees skills and talents (Thackray, 2001).

The beauty of the Q12 operates at a level of detail, which is vivid to individual employees, however, not to the supervisor. The detail is a force that can increase efficiency across the workforce becoming a bottom-line factor, which is no less important than the macro things top management does (Thackray, 2001). Q12 research reveals most employees are not engaged in – or are actively disengaged from – their work, which results in organizations struggling to develop engaged employees (Van Allen, 2006). Organizations looking to improve financial performance by improving employee emotional engagement use the Q12, which is a powerful first step for organizations (Van Allen, 2006).

The ultimate goal of the Q12 is to bring management and employees together for the purpose of performance improvement (Thackray, 2001). Management brings the results to the employees to see, and it gives management a chance to see where the strengths and weaknesses of the organization lie (Thackray, 2001). Then, management can ask questions based on the strengths or the weaknesses that the data shows. In turn, the employees have a sense of engagement and management gets to hear the problems, so change can occur then.

### *Movie Theatre Corporation Culture*

All of the above information covered in this review of literature states that a high performing culture with engaged employees is important to all organizations whether manufacturing or service. Thus, it is important for Movie Theatre XYZ to understand how

engaged employees are, therefore, being able to take appropriate steps to improve the culture of the organization.

### Chapter III: Methodology

Many organizations are struggling in these economically challenging times.

Organizations are looking for ways to improve business outcomes for example; productivity, customer loyalty, or sales growth. Disengaged employees are not as productive, loyal to the organization, and have a higher absenteeism rate, than engaged employees (Thackray, 2001). Employee engagement can make or break an organization, depending on the level of engagement. Employee engagement can turn an average performing organization into a high performing organization with regard to their overall culture. Therefore, the researcher is studying the level of employee engagement to assess the culture of Movie Theatre XYZ, so business performance can be enhanced.

#### *Subject Selection and Description*

The total population for the survey was 19 employees of Movie Theatre XYZ. Eleven of the employees were adults, and eight were minors in the population. The employees were invited to a voluntary employee meeting. There were 19 employees that attended which was 100% of the population. Out of the 19 employees that attended 100% participated in the survey. This population was selected for the study because they are the individuals that have the most influence on the daily operation of Movie Theatre XYZ.

#### *Instrumentation*

The researcher used the Q12 survey developed by Gallup Consulting. Over the past three years, more than 1.5 million employees have completed the survey (Thackray, 2001). The Q12 has 12 core questions (quantitative) and 2 subjective questions (qualitative). The twelve questions in the Q12 are the simplest and most accurate way to measure the strength of a

workplace (Buckingham & Coffman, 1999). Gallup Consulting put together a group of people to examine a database of one million employee interviews, which enables their clients to benchmark their organization's employee engagement levels against data collected in 37 languages from:

- 4.86 million employees
- 466,667 workgroups
- 384 organizations
- 12 major industries
- 7 major world regions
- 14 countries (Van Allen, 2006).

The Q12 was created by Gallup Consulting to measure employee engagement and its impact on an organization, through the four different categories: customer, profitability, productivity, and retention (Buckingham & Coffman, 1999). Each one of the questions in the Q12 is directly related to one of the four categories (Buckingham & Coffman, 1999).

Table 2

Q12 Survey Questions by Category (Buckingham & Coffman, 1999, p. 265).

Questions	Customer	Profitability	Productivity	Retention
1) Overall Satisfaction		X	X	X
2) Know what is expected	X	X	X	X
3) Material/equipment			X	X
4) Opportunity to do what I do best	X		X	X
5) Recognition/praise	X	X	X	
6) Cares about me	X	X	X	X
7) Encourages development		X	X	
8) Opinions Count		X	X	
9) Mission/purpose			X	
10) Committed to Quality		X	X	
11) Best friend	X		X	
12) Talked about progress	X		X	
13) Opportunities to learn and grow		X		

### *Data Collection Procedures*

The researcher assessed the employee engagement of Movie Theatre XYZ by using a qualitative and quantitative approach for collecting data. A 14-question survey was administered. The researcher assessed the culture of Movie Theatre XYZ by using an approach that was qualitative and quantitative for data collection. The researcher used the Q12 survey developed by

Gallup Consulting. Over the past three years, more than 1.5 million employees have completed the survey (Thackray, 2001). The Q12 has 12 core questions (quantitative) and 2 subjective questions (qualitative), which were given to the employees of Movie Theatre XYZ. The researcher held a paid employee meeting and explained the Q12 to all of the employees. The researcher handed out the same colored pen to all employees to fill out the Q12 survey. The researcher gave the consent letter, same colored pen, and the Q12 survey to all employees' adults and minors.

The adults had the option to fill out the survey at the conclusion of the employee meeting. The researcher left the room, so the adults could fill out the survey with total anonymity. The adults put the completed survey in a security envelope. An assistant manager of Movie Theatre XYZ delivered the completed surveys to the researcher, upon completion of the Q12 survey.

The minors were given the survey, same colored pen, and consent letter to take home and fill out. After, acquiring parental permission and signing the consent form too, the minors brought back the consent letter with the adult and their own signature to be put on file.

The researcher was not present while any employees were filling out, or dropping off the Q12 survey, in order to maintain total privacy to the employee filling out the Q12 survey. The security envelope was placed in the office of Movie Theatre XYZ and dropped off, when the researcher was not around. A time frame was put on the collection of the data one week after the employee meeting. This took place when the researcher was not working. The researcher analyzed the data using the averaging method for each question. Plus, the researcher analyzed standard deviation to measure the strength of the reliability of the data collected to compare against previous Q12 data.

The last two questions on the survey are qualitative. The answers to these questions were coded and tabulated for each of the questions. Data was reported in frequencies and percentages for each question.

### *Data Analysis*

The researcher assessed the employee engagement of Movie Theatre XYZ by using a qualitative and quantitative approach for collecting data. The researcher analyzed the data using the statistical functions in Microsoft Excel. Each question had the median, mode, minimum, and maximum. Plus, the researcher analyzed standard deviation to measure the strength of the reliability of the data collected to compare against previous Q12 data. The researcher conducted frequency tests on all of the questions to measure which responses occurred the most in each question. The researcher conducted frequency tests on all of the qualitative questions to measure which responses occurred the most in each question.

### *Limitations*

1. The results of this study are limited to Movie Theatre XYZ.
2. Study only includes the employees of Movie Theatre XYZ.
3. The results will be based on the data collected from the surveys turned in.
4. The researcher is the General Manager of Movie Theatre XYZ.
5. The other theatres in the chain will not have an opportunity to participate in the survey.
6. Mindset of the movie theatre exhibitor industry.

## Chapter IV: Results

Organizations are looking for ways to improve business outcomes, for example; productivity, customer loyalty, or sales growth. Disengaged employees are not as productive, loyal to the organization, and have a higher absenteeism rate, than engaged employees (Thackray, 2001). Employee engagement can make or break an organization, depending on the level of engagement. Employee engagement can turn an average performing organization into a high performing organization with regard to their overall culture. Therefore, the researcher is studying the level of employee engagement to assess the culture of Movie Theatre XYZ, so business performance can be enhanced.

This chapter reports on the results from the employee engagement survey at Movie Theatre XYZ. The convenience samples consisted of 19 movie theatre employees available to take the survey. The movie theatre employees consisted of 11 adults and 8 minors. Out of the 19 theatre employees 3 of them were in management. The researcher did not participate in the taking of the survey. All employees perform box-office, concession, and usher duties on all shifts. All employees' schedules change from week to week based on their availability.

The researcher assessed the employee engagement of Movie Theatre XYZ by using a qualitative and quantitative approach for collecting data. A 14-question survey was administered. The researcher assessed the culture of Movie Theatre XYZ by using an approach that was qualitative and quantitative for data collection. The researcher used the Q12 survey developed by Gallup Consulting. Over the past three years, more than 1.5 million employees have completed the survey (Thackray, 2001). The Q12 has 12 core questions (quantitative) and 2 subjective questions (qualitative), which were given to the employees of Movie Theatre XYZ. The researcher held a paid employee meeting and explained the Q12 to all of the employees. The



researcher handed out the same colored pen to all employees to fill out the Q12 survey. The researcher gave the consent letter, same colored pen, and the Q12 survey to all employees' adults and minors.

The adults had the option to fill out the survey at the conclusion of the employee meeting. The researcher left the room, so the adults could fill out the survey with total anonymity. The adults put the completed survey in a security envelope. An assistant manager of Movie Theatre XYZ delivered the completed surveys to the researcher, upon completion of the Q12 survey.

The minors were given the survey, same colored pen, and consent letter to take home and fill out. After, acquiring parental permission and signing the consent form too. The minors brought back the consent letter with the adult and their own signature to be put on file.

The researcher was not present while any employees were filling out, or dropping off the Q12 survey, in order to maintain total privacy to the employee filling out the Q12 survey. The security envelope was placed in the office of Movie Theatre XYZ and dropped off, when the researcher was not around. A time frame was put on the collection of the data one week after the employee meeting. This took place when the researcher was not working. The researcher analyzed the data using the averaging method for each question. Plus, the researcher analyzed standard deviation to measure the strength of the reliability of the data collected.

The last two questions on the survey are qualitative. The answers to these questions were coded and tabulated for each of the questions. Data was reported in frequencies and percentages for each question. The researcher conducted frequency tests on all of the qualitative questions to measure which responses occurred the most in each question.

### Quantitative Survey Questions

Question 1: I know what is expected of me at work?

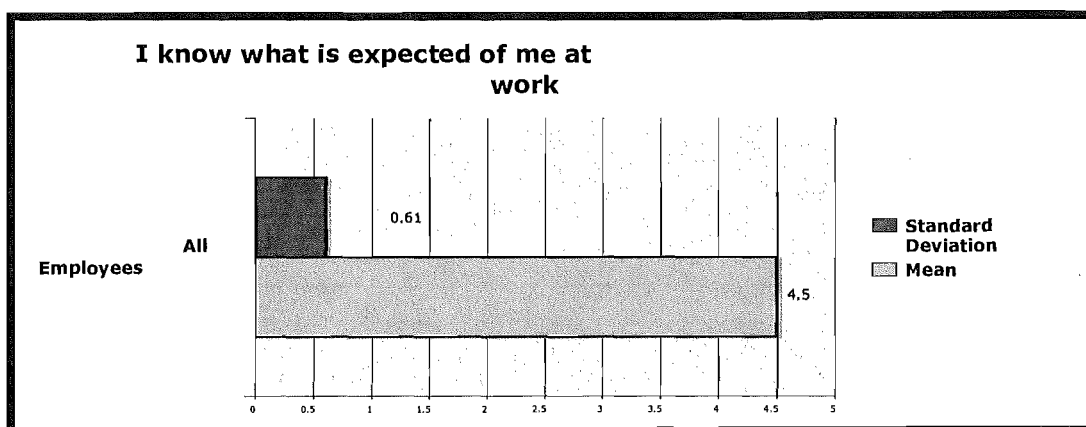


Figure 1. I know what is expected of me at work.

This question asked the movie theatre employees “I know what is expected of me at work.” The results showed that a mean response for all employees was 4.5 on a scale of one to five and a standard deviation of .61. According to SPSS Techniques Series ([www.uni.edu](http://www.uni.edu)) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. According to the data collected most of the observations are clustered around the mean and the results would be higher reliability.

Table 3

I know what is expected of me Mode and Median

Employees	Mode	Median	Minimum	Maximum
All Employees	5	4.5	4	5

The mode is the most frequently occurring value in the responses received. The mode for all employees of Movie Theatre XYZ was five. The median is the number in the middle of the data range. The median for all employees of Movie Theatre XYZ was four and a half. All

employees of Movie Theatre XYZ have a maximum response for this question as a five. All employees of Movie Theatre XYZ had a minimum response of four.

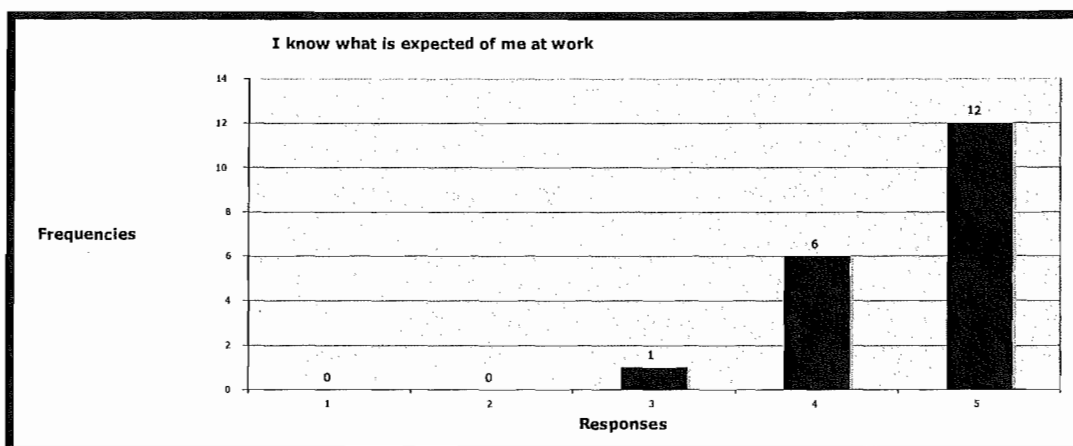


Figure 2. Frequency of I know what is expected of me.

In the data analyzed the frequency of each employees response to “I know what is expected of me at work,” 63.16% said they strongly agreed, 31.58% said they agreed, 5.25% said they were neutral, 0.00% said they disagreed and strongly disagreed.

Question 2: I have the materials and equipment that I need to do my work right?

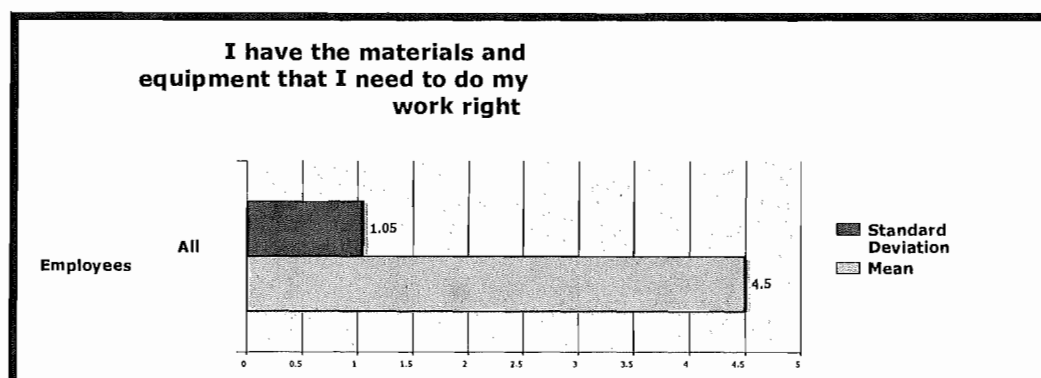


Figure 3. I have the materials and equipment that I need to do my work right.

This question asked the movie theatre employees “I have the materials and equipment that I need to do my work right.” The results showed that a mean response for all employees was

4.5 on a scale of one to five and a standard deviation of 1.05. According to SPSS Techniques Series ([www.uni.edu](http://www.uni.edu)) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. According to the data collected most of the observations were not clustered around the mean and a wide range of responses were received.

Table 4

I have the materials and equipment that I need to do my work right for Mode and Median.

Employees	Mode	Median	Minimum	Maximum
All Employees	5	4.5	4	5

The mode is the most frequently occurring value in the responses received. The mode for all employees of Movie Theatre XYZ was five. The median is the number in the middle of the data range. The median for all employees of Movie Theatre XYZ was four and a half. All employees of Movie Theatre XYZ have a maximum response for this question as a five. All employees of Movie Theatre XYZ had a minimum response of four.

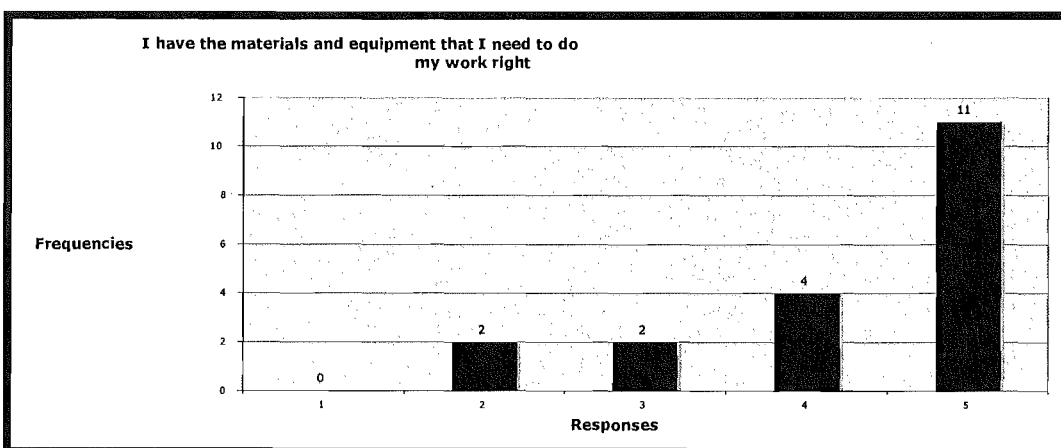


Figure 4. Frequency of I have the materials and equipment that I need to do my work right.

In the data analyzed the frequency of each employees response to “I have the materials and equipment that I need to do my work right,” 57.89% said they strongly agreed, 21.05% said they agreed, 10.53% said they were neutral and disagreed, 0.00% said they strongly disagreed.

Question 3: At work, I have the opportunity to do what I do best everyday?

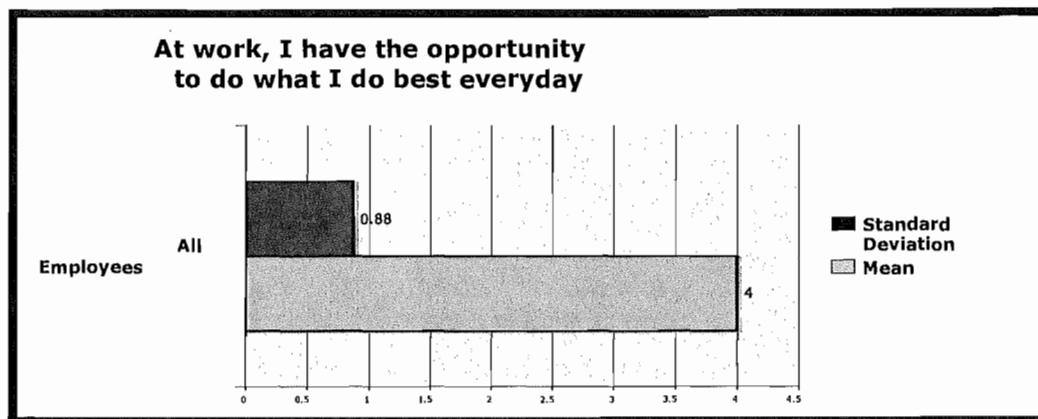


Figure 5. At work, I have the opportunity to do what I do best everyday.

This question asked the movie theatre employees “At work, I have the opportunity to do what I do best everyday.” The results showed that a mean response for all employees was 4 on a scale of one to five and a standard deviation of .88. According to SPSS Techniques Series (www.uni.edu) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. According to the data collected most of the observations are clustered around the mean and the results would be higher reliability.

Table 5

At work, I have the opportunity to do what I do best everyday for Mode and Median.

Employees	Mode	Median	Minimum	Maximum
All Employees	5	4	4	4

The mode is the most frequently occurring value in the responses received. The mode for all employees of Movie Theatre XYZ was five. The median is the number in the middle of the data range. The median for all employees of Movie Theatre XYZ was four. All employees of Movie Theatre XYZ have a maximum response for this question as a four. All employees of Movie Theatre XYZ had a minimum response of four.

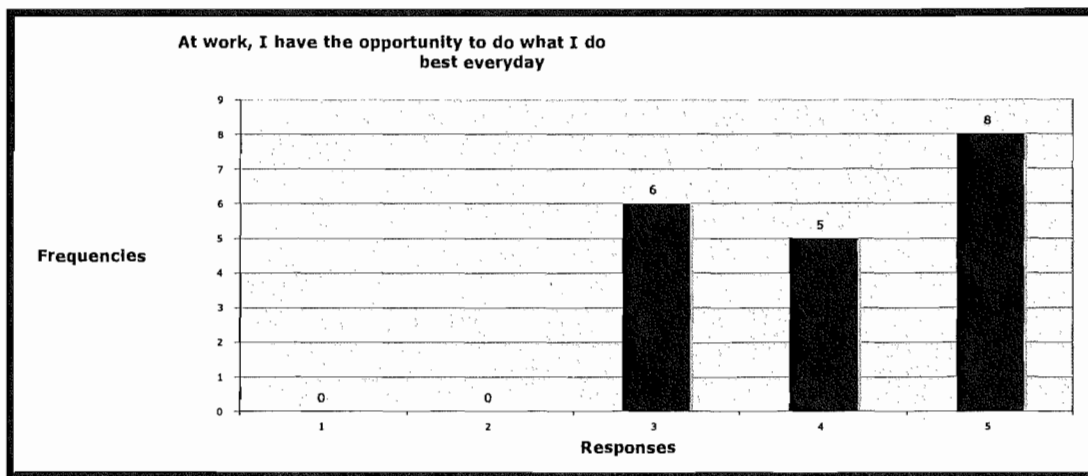


Figure 6. Frequency of at work, I have the opportunity to do what I do best everyday.

In the data analyzed the frequency of each employees response to “at work, I have the opportunity to do what I do best everyday,” 42.11% said they strongly agreed, 26.32% said they agreed, 31.58% said they were neutral, 0.00% said they disagreed and strongly disagreed.

Question 4: In the last 7 days, I have received recognition or praise for doing good work?

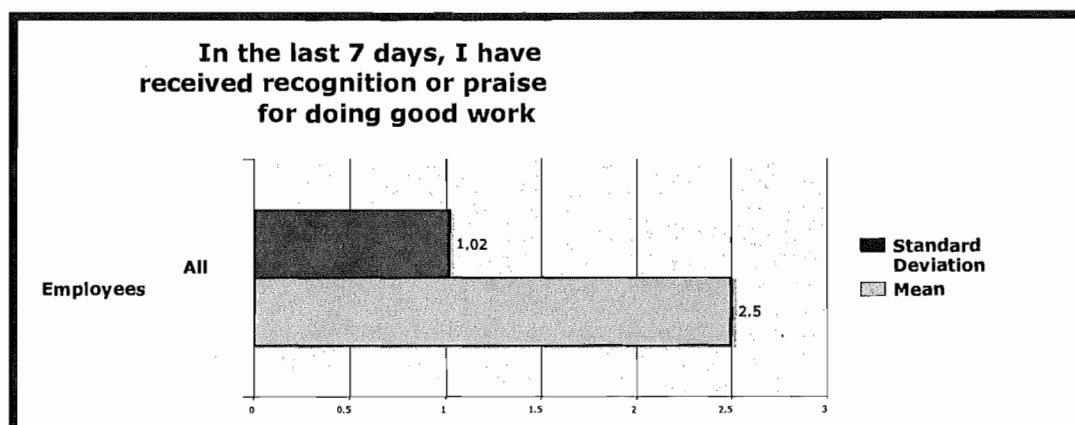


Figure 7. In the last 7 days, I have received recognition or praise for doing good work.

This question asked the movie theatre employees “in the last 7 days, I have received recognition or praise for doing good work.” The results showed that a mean response for all employees was 2.5 on a scale of one to five and a standard deviation of 1.02. According to SPSS Techniques Series ([www.uni.edu](http://www.uni.edu)) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. According to the data collected most of the observations were not clustered around the mean and a wide range of responses were received.

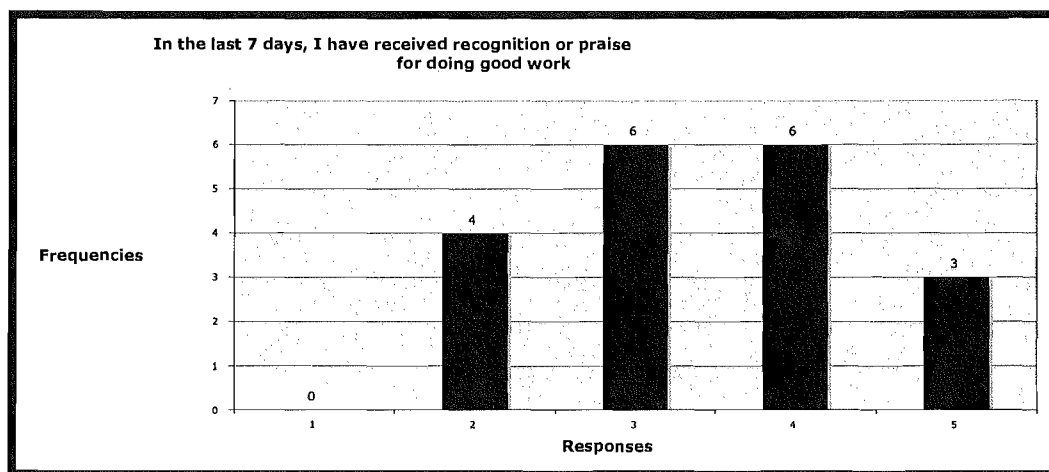
Table 6

In the last 7 days, I have received recognition or praise for doing good work for Mode and Median.

Employees	Mode	Median	Minimum	Maximum
All Employees	3	2.5	2	3

The mode is the most frequently occurring value in the responses received. The mode for all employees of Movie Theatre XYZ was three. The median is the number in the middle of the

data range. The median for all employees of Movie Theatre XYZ was two and a half. All employees of Movie Theatre XYZ have a maximum response for this question as a three. All employees of Movie Theatre XYZ had a minimum response of two.



*Figure 8.* Frequency of in the last 7 days, I have received recognition or praise for doing good work.

In the data analyzed the frequency of each employees response to “in the last 7 days, I have received recognition or praise for doing good work,” 15.79% said they strongly agreed, 31.58% said they agreed and were neutral, 21.05% said they disagreed, 0.00% said they strongly disagreed.



Question 5: My supervisor or someone at work cares about me as a person?

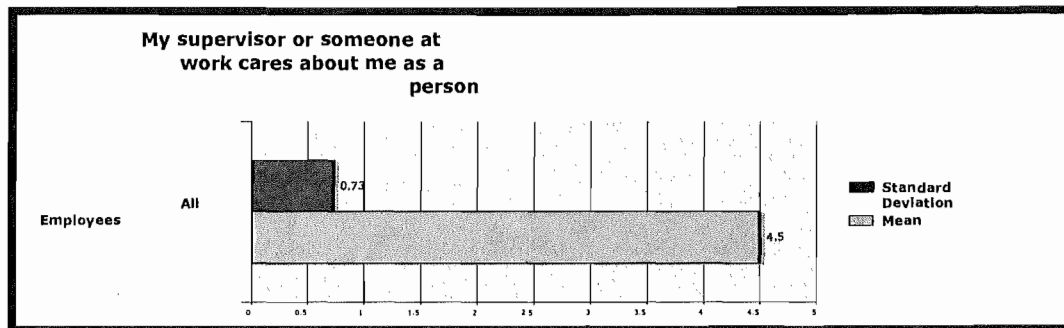


Figure 9. My supervisor or someone at work cares about me as a person.

This question asked the movie theatre employees “my supervisor or someone at work cares about me as a person.” The results showed that a mean response for all employees was 4.5 on a scale of one to five and a standard deviation of .73. According to SPSS Techniques Series ([www.uni.edu](http://www.uni.edu)) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. According to the data collected most of the observations are clustered around the mean and the results would be higher reliability.

Table 7

My Supervisor or someone at work cares about me as a person for Mode and Median.

Employees	Mode	Median	Minimum	Maximum
All Employees	4	4.5	4	5

The mode is the most frequently occurring value in the responses received. The mode for all employees of Movie Theatre XYZ was four. The median is the number in the middle of the data range. The median for all employees of Movie Theatre XYZ was four and a half. All employees of Movie Theatre XYZ have a maximum response for this question as a five. All employees of Movie Theatre XYZ had a minimum response of four.

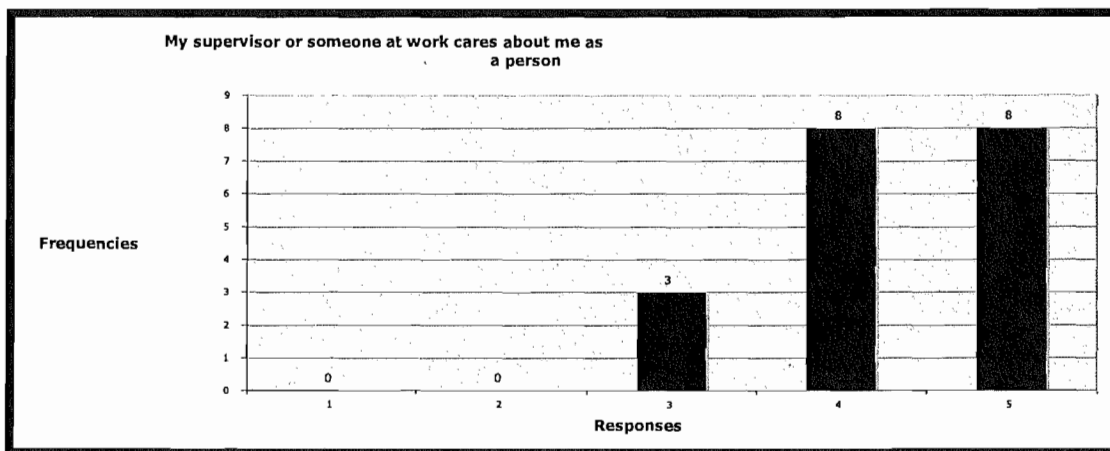


Figure 10. Frequency of my supervisor or someone at work cares about me.

In the data analyzed the frequency of each employees response to “my supervisor or someone at work cares about me,” 42.11% said they strongly agreed and agreed, 15.79% said they were neutral, 0.00% said they disagreed and strongly disagreed.

Question 6: There is someone at work who encourages my development?

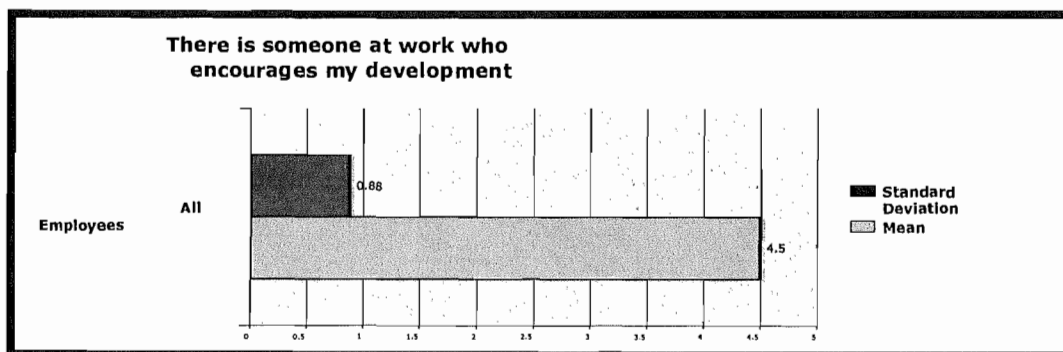


Figure 11. There is someone at work who encourages my development.

This question asked the movie theatre employees “there is someone at work who encourages my development.” The results showed that a mean response for all employees was 4.5 on a scale of one to five and a standard deviation of .88. According to SPSS Techniques Series ([www.uni.edu](http://www.uni.edu)) a standard deviation of one or less would mean that most of the

observations cluster around the mean, which would give it a higher reliability. According to the data collected most of the observations are clustered around the mean and the results would be higher reliability.

Table 8

There is someone at work who encourages my development for Mode and Median.

Employees	Mode	Median	Minimum	Maximum
All Employees	4	4.5	4	5

The mode is the most frequently occurring value in the responses received. The mode for all employees of Movie Theatre XYZ was four. The median is the number in the middle of the data range. The median for all employees of Movie Theatre XYZ was four and a half. All employees of Movie Theatre XYZ have a maximum response for this question as a five. All employees of Movie Theatre XYZ had a minimum response of four.

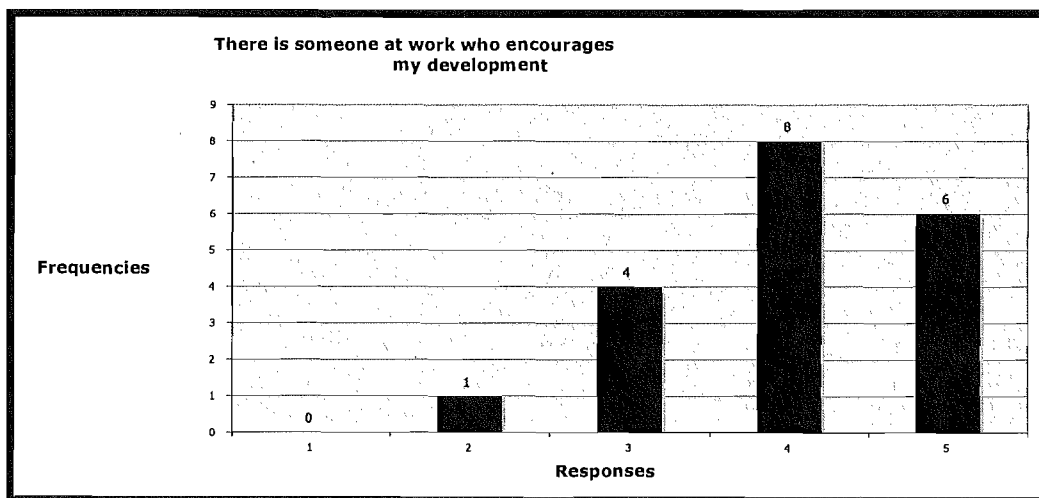


Figure 12. Frequency of there is someone at work who encourages my development.

In the data analyzed the frequency of each employees response to “there is someone at work who encourages my development,” 31.58% said they strongly agreed, 42.11% said they agreed, 21.05% said they were neutral, 5.26% said they disagreed, and 0.00% strongly disagreed.

Question 7: At work, my opinions seem to count?

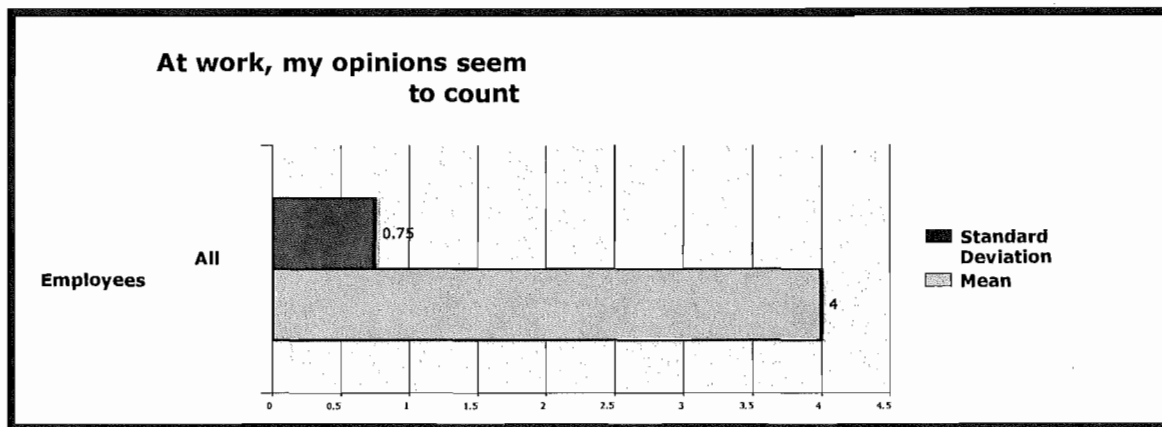


Figure 13. At work, my opinions seem to count.

This question asked the movie theatre employees “at work, my opinions seem to count.” The results showed that a mean response for all employees was 4 on a scale of one to five and a standard deviation of .75. According to SPSS Techniques Series ([www.uni.edu](http://www.uni.edu)) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. According to the data collected most of the observations are clustered around the mean and the results would be higher reliability.

Table 9

At work, my opinions seem to count for Mode and Median.

Employees	Mode	Median	Minimum	Maximum
All Employees	3	4	4	4

The mode is the most frequently occurring value in the responses received. The mode for all employees of Movie Theatre XYZ was three. The median is the number in the middle of the data range. The median for all employees of Movie Theatre XYZ was four. All employees of Movie Theatre XYZ have a maximum response for this question as a four. All employees of Movie Theatre XYZ have a minimum response for this question as a four.

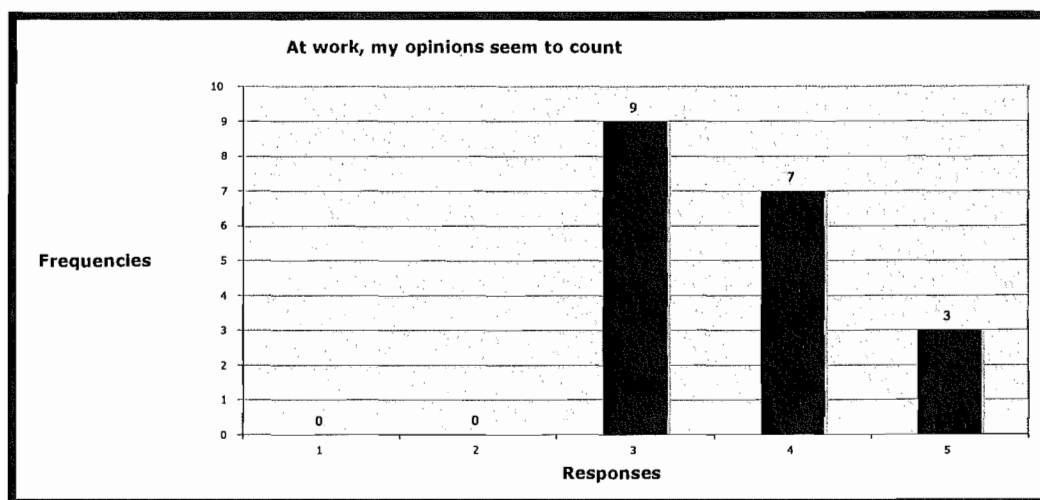


Figure 14. Frequency of at work, my opinions seem to count.

In the data analyzed the frequency of each employees response to “at work, my opinions seem to count,” 15.79% said they strongly agreed, 36.84% said they agreed, 47.37% said they were neutral, 0.00% said they disagreed and strongly disagreed.

Question 8: The mission/purpose of this company makes me feel my job is important?

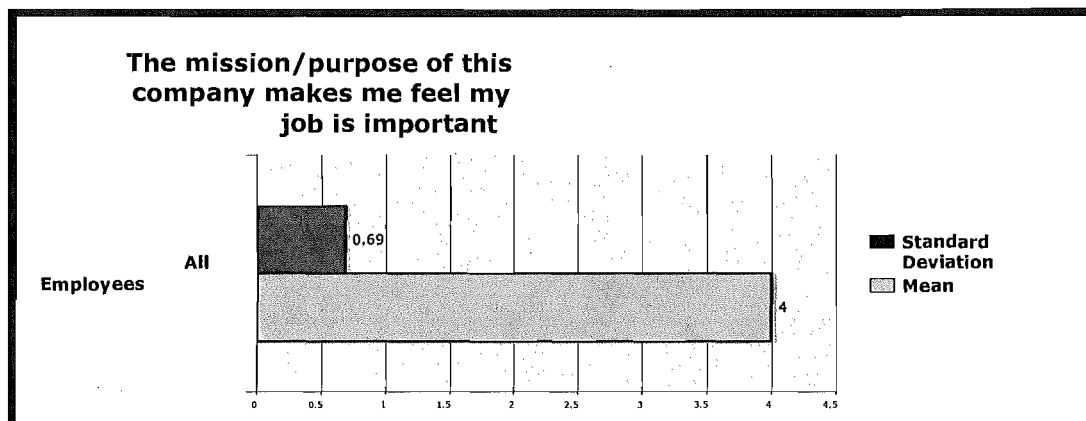


Figure 15. The mission/purpose of this company makes me feel my job is important.

This question asked the movie theatre employees “the mission/purpose of this company makes me feel my job is important.” The results showed that a mean response for all employees was 4 on a scale of one to five and a standard deviation of .69. According to SPSS Techniques Series ([www.uni.edu](http://www.uni.edu)) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. According to the data collected most of the observations are clustered around the mean and the results would be higher reliability.

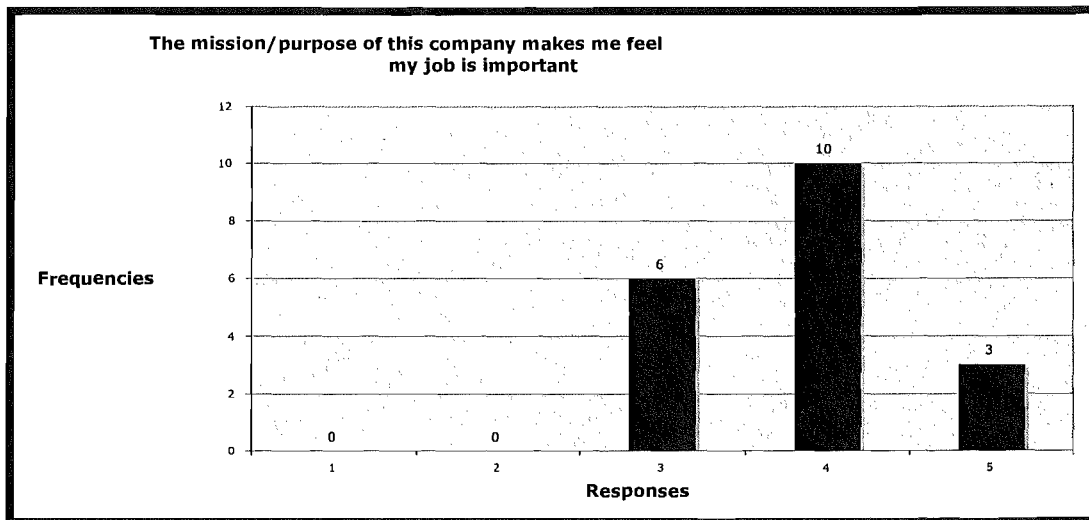
Table 10

The mission/purpose of this company makes me feel my job is important for Mode and Median.

Employees	Mode	Median	Minimum	Maximum
All Employees	4	4	3	5

The mode is the most frequently occurring value in the responses received. The mode for all employees of Movie Theatre XYZ was four. The median is the number in the middle of the data range. The median for all employees of Movie Theatre XYZ was four. All employees of

Movie Theatre XYZ have a maximum response for this question as a five. All employees of Movie Theatre XYZ had a minimum response of three.



*Figure 16.* Frequency of the mission/purpose of this company makes me feel my job is important.

In the data analyzed the frequency of each employees response to “the mission/purpose of this company makes me feel my job is important,” 15.79% said they strongly agreed, 52.63% said they agreed, 31.58% said they were neutral, 0.00% said they disagreed and strongly disagreed.

Question 9: My associates (fellow employees) are committed to doing quality work?

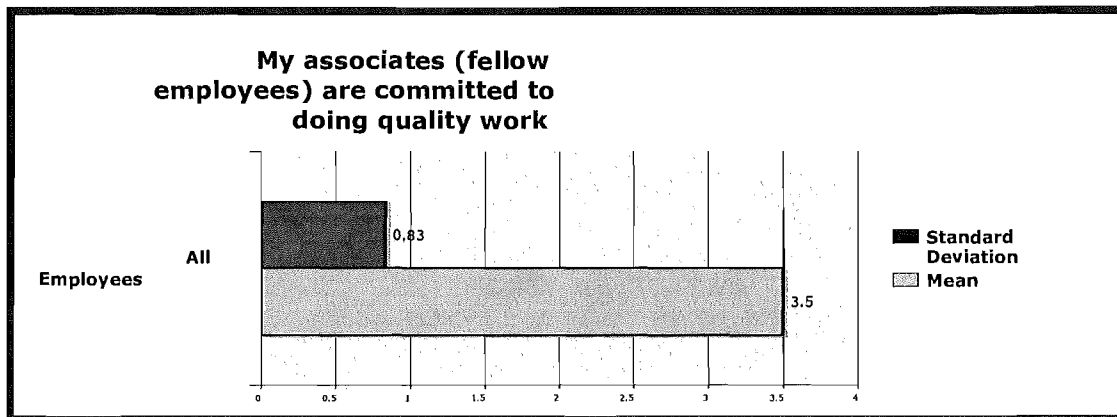


Figure 17. My associates (fellow employees) are committed to doing quality work.

This question asked the movie theatre employees my associates are committed to doing quality work. The results showed that a mean response for all employees was 3.5 on a scale of one to five and a standard deviation of .83. According to SPSS Techniques Series ([www.uni.edu](http://www.uni.edu)) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. According to the data collected most of the observations are clustered around the mean and the results would be higher reliability.

Table 11

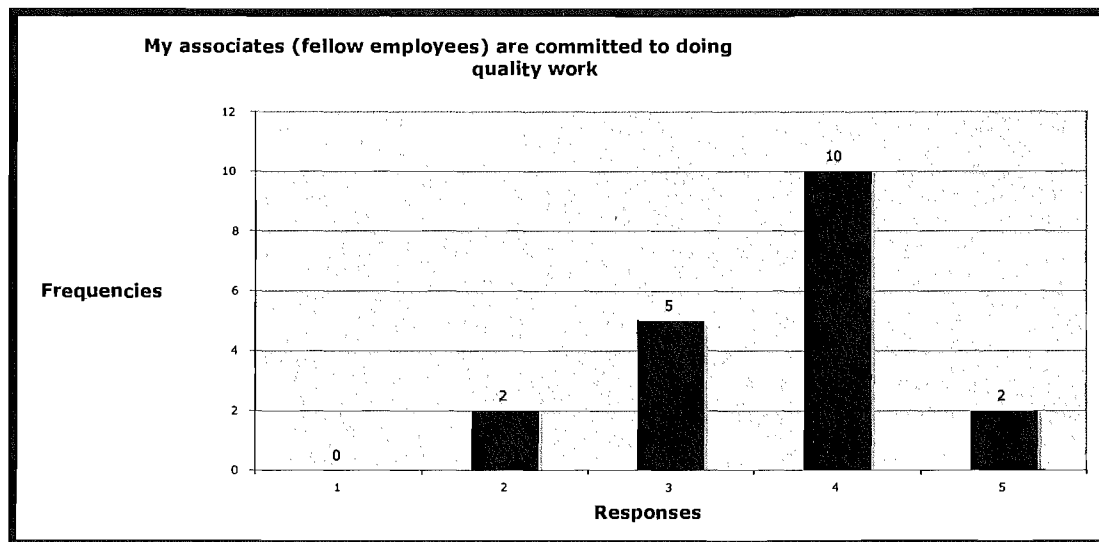
My associates (fellow employees) are committed to doing quality work for Mode and Median.

Employees	Mode	Median	Minimum	Maximum
All Employees	4	3.5	3	4

The mode is the most frequently occurring value in the responses received. The mode for all employees of Movie Theatre XYZ was four. The median is the number in the middle of the data range. The median for all employees of Movie Theatre XYZ was three and a half. All



employees of Movie Theatre XYZ have a maximum response for this question as a four. All employees of Movie Theatre XYZ had a minimum response of three.



*Figure 18.* Frequency of my associates (fellow employees) are committed to doing quality work.

In the data analyzed the frequency of each employees response to “my associates (fellow employees) are committed to doing quality work,” 10.53% said they strongly agreed, 52.63% said they agreed, 26.32% said they were neutral, 10.53% said they disagreed, and 0.00% said they strongly disagreed.

Question 10: I have a best friend at work?

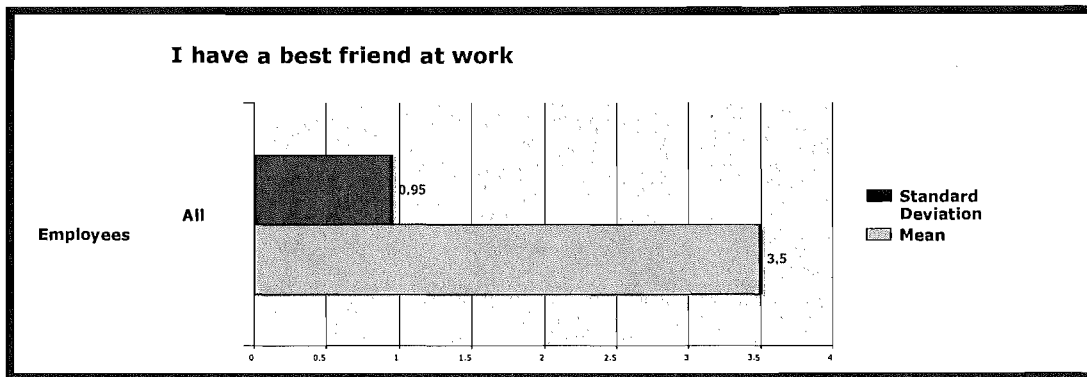


Figure 19. I have a best friend at work.

This question asked the movie theatre employees “I have a best friend at work.” The results showed that a mean response for all employees was 3.5 on a scale of one to five and a standard deviation of .95. According to SPSS Techniques Series ([www.uni.edu](http://www.uni.edu)) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. According to the data collected most of the observations are clustered around the mean and the results would be higher reliability.

Table 12

I have a best friend at work for Mode and Median.

Employees	Mode	Median	Minimum	Maximum
All Employees	4	3.5	3	4

The mode is the most frequently occurring value in the responses received. The mode for all employees of Movie Theatre XYZ was four. The median is the number in the middle of the data range. The median for all employees of Movie Theatre XYZ was three and a half. All employees of Movie Theatre XYZ have a maximum response for this question as a four. All employees of Movie Theatre XYZ had a minimum response of three.

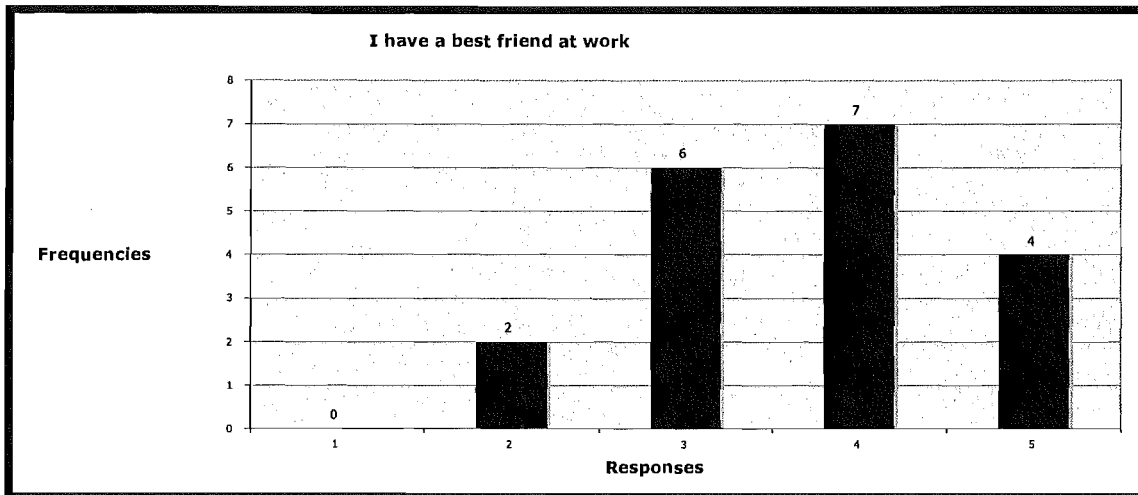


Figure 20. Frequency of I have a best friend at work.

In the data analyzed the frequency of each employees response to “I have a best friend at work,” 21.05% said they strongly agreed, 36.84% said they agreed, 31.58% said they were neutral, 10.53% said they disagreed, and 0.00% said they strongly disagreed.

Question 11: In the last six months, some at work has talked to me about my progress?

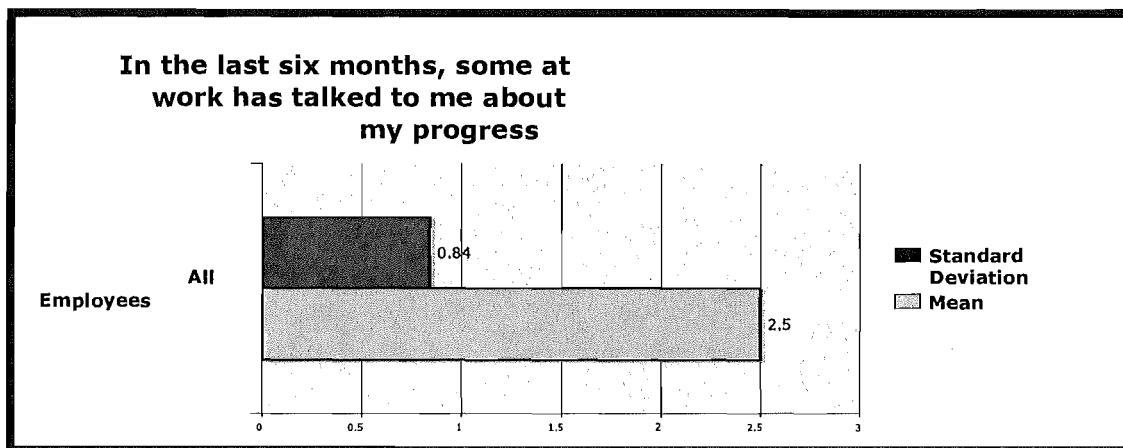


Figure 21. In the last six months, some at work has talked to me about my progress.

This question asked the movie theatre employees “in the last six months, some at work has talked to me about my progress.” The results showed that a mean response for all employees was 2.5 on a scale of one to five and a standard deviation of .84. According to SPSS Techniques

Series (www.uni.edu) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. According to the data collected most of the observations are clustered around the mean and the results would be higher reliability.

Table 13

In the last six months, some at work has talked to me about my progress for Mode and Median.

Employees	Mode	Median	Minimum	Maximum
All Employees	3	2.5	2	3

The mode is the most frequently occurring value in the responses received. The mode for all employees of Movie Theatre XYZ was three. The median is the number in the middle of the data range. The median for all employees of Movie Theatre XYZ was two and a half. All employees of Movie Theatre XYZ have a maximum response for this question as a three. All employees of Movie Theatre XYZ had a minimum response of two.

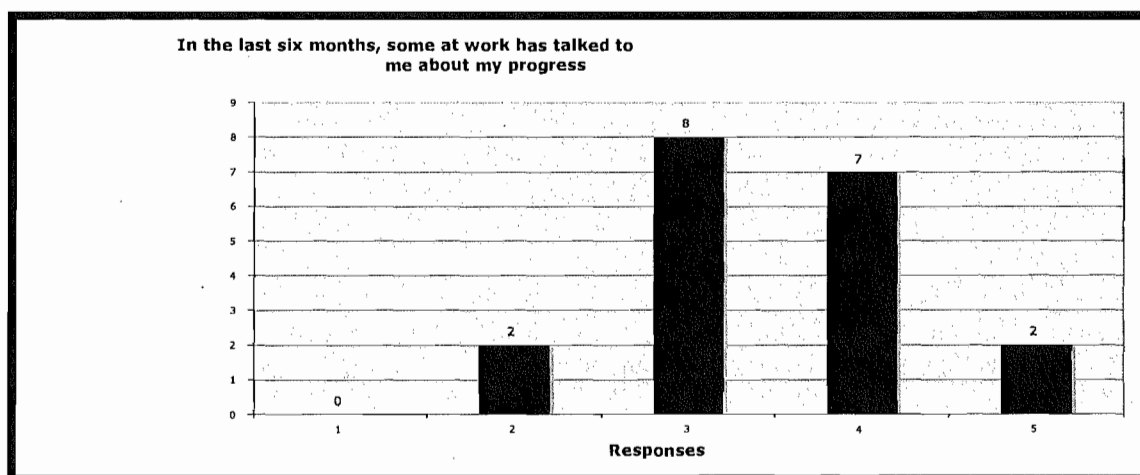


Figure 22. Frequency of in the last six months, some at work has talked to me about my progress.

In the data analyzed the frequency of each employee's response to "in the last six months, some at work has talked to me about my progress," 10.53% said they strongly agreed, 36.84% said they agreed, 42.11% said they were neutral, 10.53% said they disagreed, and 0.00% said they strongly disagreed.

Question 12: In the last year, I have had opportunities at work to learn and grow?

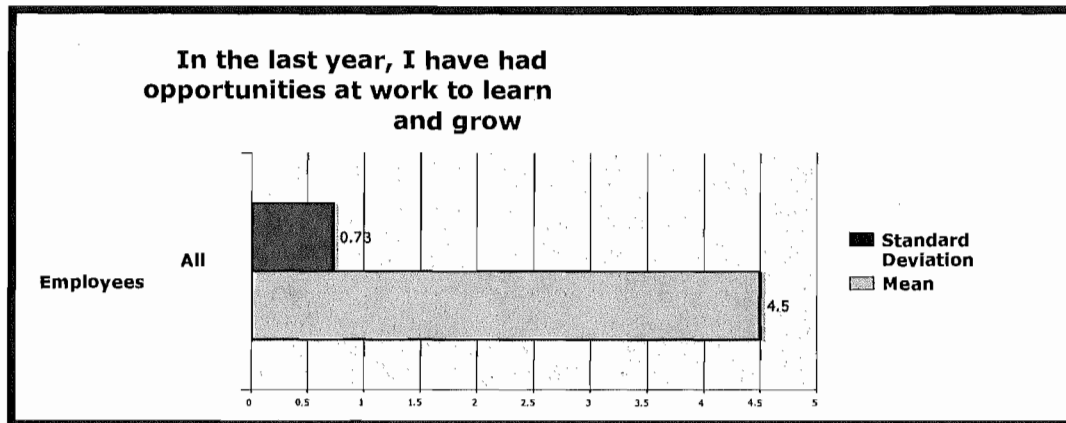


Figure 23. In the last year, I have had opportunities at work to learn and grow.

This question asked the movie theatre employees "in the last year, I have had opportunities at work to learn and grow." The results showed that a mean response for all employees was 4.5 on a scale of one to five and a standard deviation of .73. According to SPSS Techniques Series ([www.uni.edu](http://www.uni.edu)) a standard deviation of one or less would mean that most of the observations cluster around the mean, which would give it a higher reliability. According to the data collected most of the observations are clustered around the mean and the results would be higher reliability.

Table 14

In the last year, I have had opportunities at work to learn and grow for Mode and Median.

Employees	Mode	Median	Minimum	Maximum
All Employees	5	4.5	4	5

The mode is the most frequently occurring value in the responses received. The mode for all employees of Movie Theatre XYZ was five. The median is the number in the middle of the data range. The median for all employees of Movie Theatre XYZ was four and a half. All employees of Movie Theatre XYZ have a maximum response for this question as a five. All employees of Movie Theatre XYZ had a minimum response of four.

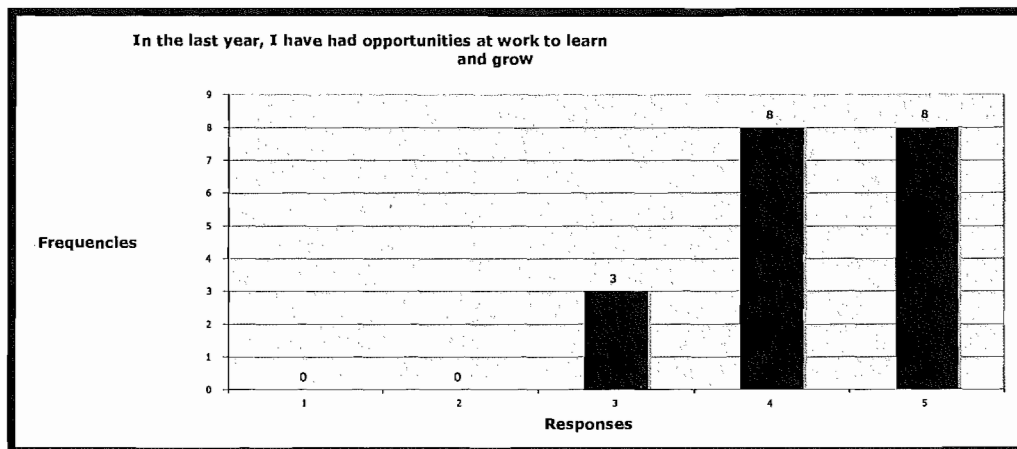


Figure 24. Frequency of in the last year, I have had opportunities at work to learn and grow.

In the data analyzed the frequency of each employees response to “in the last year, I have had opportunities at work to learn and grow,” 42.11% said they strongly agreed and agreed, 15.79% said they were neutral, 0.00% said they disagreed and strongly disagreed.

### *Qualitative Survey Questions*

The following two questions are qualitative, which were added to give the employees a chance to add their own comments and suggestions to this survey. The data was coded, tabulated, and put into graphs following below. The actual responses from the two questions are located and listed in Appendix C.

Question 13: What do you like best about your job?

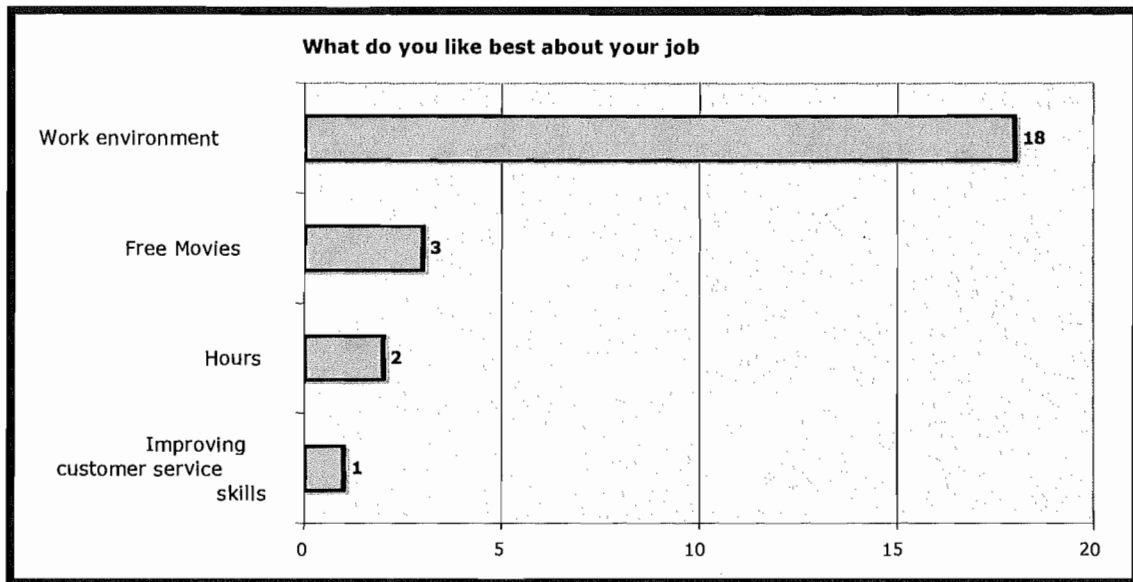


Figure 25. Frequency of what do you like best.

This question asked the employees of Movie Theatre XYZ what do you like best about your job. That data showed that employees liked the most, with 18 responses was the work environment. Second was free movie's, with 3 responses. The third most responses came in with the hours, at 2 responses. The last of the responses was improving customer service skills with 1 response.

Question 14: If you could change anything about your job, what would it be and how would you change it?

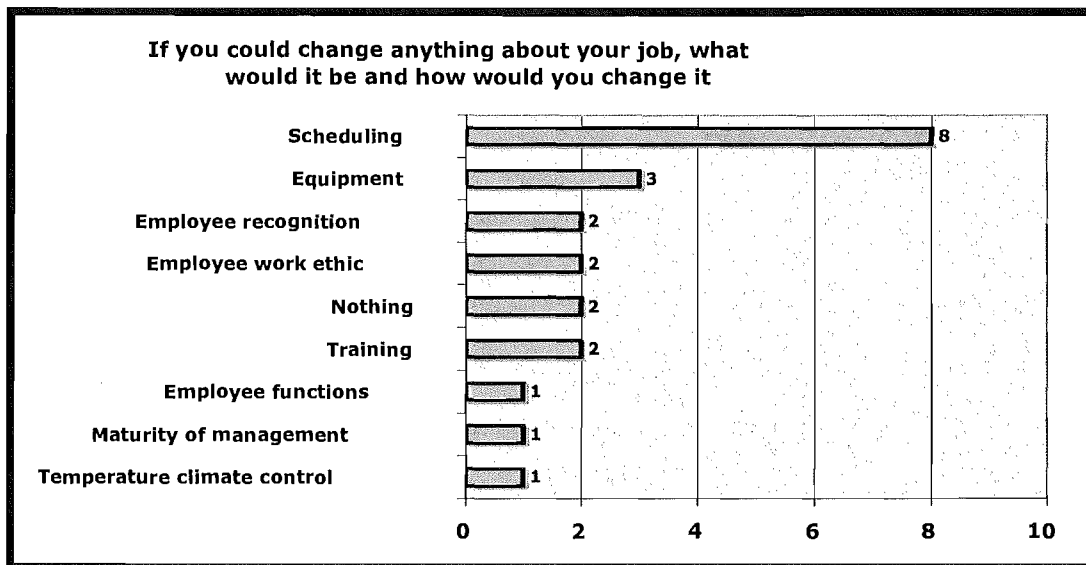


Figure 26. Frequency of if you could change anything about your job, what would it be and how would you change it.

This question asked the employees of Movie Theatre XYZ if you could change anything about your job, what would it be and how would you change it. That data showed that employees liked the most, with 8 responses was the scheduling. Second was equipment, with 3 responses. The third most responses had a four-way tie between employee work ethics, employee recognition, nothing, and training, at 2 responses. The last of the responses was a three-way tie between employee functions, maturity of management, and temperature climate control with 1 response.



## Chapter V: Discussion

### *Introduction*

Many organizations are struggling in these economically challenging times. Organizations are looking for ways to improve business outcomes, for example; productivity, customer loyalty, or sales growth. Disengaged employees are not as productive, loyal to the organization, and have a higher absenteeism rate, than engaged employees (Thackray, 2001). Employee engagement can make or break an organization, depending on the level of engagement. Employee engagement can turn an average performing organization into a high performing organization with regard to their overall culture. Therefore, the researcher is studying the level of employee engagement to assess the culture of Movie Theatre XYZ, so business performance can be enhanced.

### *Statement of Problem*

Many organizations are struggling in these economically challenging times. Organizations are looking for ways to improve business outcomes for example; productivity, customer loyalty, or sales growth. Disengaged employees are not as productive, loyal to the organization, and have a higher absenteeism rate, than engaged employees (Thackray, 2001). Employee engagement can make or break an organization, depending on the level of engagement. Employee engagement can turn an average performing organization into a high performing organization with regards to their overall culture. With the increasing need of Movie Theatre XYZ to take a different approach to attract, retain employees, and cut down on absenteeism, an employee engagement assessment was done to determine how employee engagement impacts the “Three Business Musts” (Johnson, 2006). The Three Business Musts are “profitability occurs when revenue exceeds expenses, work environment that is interdependent,

supportive, team-based work environment, and customer delight, which is when the customer receives an unanticipated benefit from the use of the product/service” (Johnson, D. A., 2006, TRHRD-730 Class Notes/Handouts).

### *Purpose of the Study*

The purpose of this study is to assess the engagement of employees at Movie Theatre XYZ in a Mid-western rural town. It is assumed that by assessing the type of employee engagement Movie Theatre XYZ has, the information will help with the direction the Movie Theatre XYZ management staff must take to enhance business performance.

### *Limitations*

1. The results of this study are limited to Movie Theatre XYZ.
2. Study only includes the employees of Movie Theatre XYZ.
3. The results will be based on the data collected from the surveys turned in.
4. The researcher is the General Manager of Movie Theatre XYZ.
5. The other theatres in the chain will not have an opportunity to participate in the survey.
6. Mindset of the movie theatre exhibitor industry.

### *Conclusions*

The researcher inevitably is the one that will get all the negative and positive accolades regarding the culture that occurs at Movie Theatre XYZ. This will occur because the researcher is the General Manager of Movie Theatre XYZ and is able to influence every aspect of the

culture. The researcher realizes working in a corporation, that each different unit has its own beliefs and values, which translates into another sub culture that is Movie Theatre XYZ.

Throughout this project the researcher has been taking a look at the corporation overall and wants to better understand why things are the way they are. Through this research the researcher realizes that a new culture will have to be created, but support from upper management is going to have to walk the walk and talk the talk.

The corporation has walked off the job of management in a sense as Deming (1982) says. They are not constantly trying to improve the quality of their service and this has led to increased costs, loss of market share in certain markets. This has led to many breakdowns company wide. This has left the middle, front-line, employees, and customers un-delighted, profitability low, and the work environment in shambles. They are doing everything opposite of the Three Business Musts (Johnson, 2006). The Three Business Musts are “profitability occurs when revenue exceeds expenses, work environment that is interdependent, supportive, team-based work environment, and customer delight, which is when the customer receives an unanticipated benefit from the use of the product/service” (Johnson, D. A., 2006, TRHRD-730 Class Notes/Handouts).

The researcher can see the disengagement in employee’s verbal and nonverbal communication. The corporation needs to take a different approach to management and quit focusing on MBOs and the end product, which is looking at expense and sales reports. Instead, start using statistical control to measure customer transaction time and increasing throughput. Get rid of the attitude that “everyone is doing his best, because they all ready are” (Walton, 1986, p. xi). An organization under the guise of doing your best will only get them so far. It’s up to upper -levelmanagement to steer the organization in a positive direction. That means improving

the system through performance improvement methods. Only then can an employee get the tools to do the job right and promote employee engagement.

The corporation needs to stop self-inflicting their own pain and channel that into a competitive advantage. According to Deming (1982) the corporation should stop putting out fires and just implement teamwork and get rid of everyone's life preserver. Too many organizations only think of the short-term ramifications on the bottom-line, meaning how much will this cost us right now, instead of tomorrow, a week, a month, or a year from now. Accounting becomes creative, and an attitude of "can we get by without this" starts happening. This is the point where employee's frustration goes up and engagement goes down. It's a cause and effect relationship. Instead, of being proactive the organization becomes reactive. They should simply ask; what are the barriers that need to be addressed and taken care of by improving the process? They need to realize that defects are not free. A common denominator in manufacturing and any service organization relates to mistakes and defects being costly. The longer a mistake festers without correction the greater the cost to fix it and has long-term implications due to loss of customers. The direct costs of customer loss are staggering and immeasurable because it impacts future business and may be much greater than anticipated (Deming, 1982).

Everyone in the organization has a chance to build quality into the service that is offered by Movie Theatre XYZ and the corporation even if they do not come in contact with the customers. Upper-management does not see what employees of Movie Theatre XYZ do with the customers and do not hear what the customers are saying either. The customer's opinions are not being heard about the level of service, quality of presentation being put on the screen, or ways to improve the theatre. According to Deming (1982) this would be a good place to start with improving the quality of the movie theatre experience. The benefit of this undertaking would

help keep and even drive costs down and would inflate the bottom line in a positive direction. It seems as if they could care less about it, instead they are interested in finance and creative accounting. This means the corporation is ignoring the fundamentals of improvement. Improve the quality of the movie theatre going experience and increase the bottom line. That's what fewer mistakes and breakdowns give you, a better bottom line (Walton, 1986).

Workers are only responsible for 15 percent of the problems and the system is the other 85 percent, which means management, is responsible for the system ultimately (Walton, 1986). Fear runs rampant throughout the corporation, which also translates to all of the other movie theatres in the corporation. Upper management has a certain amount of fear interwoven throughout the corporation in order to get work done. Managers of the corporations should not be afraid to report broken/faulty equipment. Neither should they be afraid to ask for additional instruction, or call attention to the conditions of the quality of customer experience. According to Deming (1982) fear is a horrible toll because it is all around. It robs people of their own pride, hurts them, and robs the company of their chance to contribute. It is an unbelievable situation when fear is let loose on an organization. Managers that work for the corporation do not have to worry about annual performance reviews, because they do not occur (Deming, 1982). Performance reviews are tied to compensation. Organizations do not take into account employees or management attitudes and behaviors towards performance reviews, meaning what would be the motives behind their work performance? Would employees or management just sacrifice for the short-term, or would they think of the long-term, when making their decisions that affect the business outcomes? Not paying any attention to anyone or anything becomes disastrous to an organization. Inevitably employee engagement is at stake with everything that takes places in an organization.

As stated by William W. Scherkenbah (Deming, 1982)

A manager looks at a report of complaints by category. His eye falls on the highest figure on the paper; takes the telephone to wade in on the poor devil that is responsible for that category. This is another form of management by fear, and of management by numbers. Management's first step should be to discover by calculation, not by judgment, whether this category is out of control with respect to the others. If yes, then this category requires his special attention and help. He must also work on the system to reduce all complaints. (Deming, 1982, p. 62) This was an example of the way upper management at the corporation treats general managers.

As long as management takes quick credit for an organization's success, and is equally quick to blame the employees for the organizations failures, therefore, no remedy for low productivity can or will be expected in American manufacturing and service industries (Deming, 1982). A cultural revolution needs to take place in management, in order to produce the desired effects of quality control circles in America (Deming, 1982).

Nor can anyone guarantee that job security for the rank and file would be enough to produce high productivity and product quality. However, without a management commitment to the personal welfare of its workers, it will be impossible to inspire employees' interest in company productivity and product quality. (Deming, 1982, p. 148)

"Survival of the fittest. Who will survive? Companies that adopt constancy of purpose for quality, productivity, and service, and go about it with intelligence and perseverance, have a chance to survive" (Deming, 1982, p. 155). Organizations must offer products and services that have a market and Charles Darwin's law of survival of the fittest holds true in free enterprise. Meaning the consumers will make their choice through natural selection and the unfit do not survive, which is a cruel law that is unrelenting. Natural selection will solve this problem

and the only survivors will be the organizations with constancy of purpose for quality, productivity, and service (Deming, 1982). Johnson (2006) said it another way with the Three Business Musts. The Three Business Musts are “profitability occurs when revenue exceeds expenses, work environment that is interdependent, supportive, team-based work environment, and customer delight, which is when the customer receives an unanticipated benefit from the use of the product/service” (Johnson, D. A., 2006, TRHRD-730 Class Notes/Handouts).

Who needs improvement? A system of quality improvement is helpful to anyone that turns out a product or is engaged in service, or in research, and wishes to improve the quality of his work, and at the same time to increase his output, all with less labor and at a reduced cost. Service needs improvement along with manufacturing. Anyone that ever registered at a hotel in the United States will endorse this statement. Inefficiency in a service organization, just as in manufacturing, raises prices to the consumer and lowers his standard of living. The principles and methods for improvement are the same for service as for manufacturing. The actual application differs, of course, from one product to another and from one type of service to another, just as all manufacturing concerns differ from one to another. (Deming, 1982, p. 183)

“Intentions are all fine and good, but it is the translation of those intentions into concrete items—mechanisms with teeth—that can make the difference between becoming a visionary company forever remaining a wannabe” (Collins & Porras, 1994, p. 87).

### *Recommendations*

The researcher has the following recommendations for the corporation; that will lead to increased employee engagement, and ultimately positive business outcomes throughout the corporation.

“Involving employees in the decisions that affect their jobs invests them in the overall success of the organization” (Meisinger, 2006, p. 8). Upper management needs to reset, or set-up a culture for the corporation. Penny pinching and cost cutting are no longer going to take this corporation to the next level. Also, engaging customer’s without engaging the employee’s will not take the corporation to the next level.

In conclusion the researcher thinks further research should be conducted through upper management distributing the Q12 survey to the other 7 movie theatres in the corporation. Then, take the data gathered from the distribution of the Q12 survey and analyze the data to see where the strengths and weaknesses lie. Upper management can go back to the employees and ask; what are we doing right and what are we doing wrong? At this point, upper management should seek out the help of human resources, improvement, or change professionals to aid in the changing of the culture. The ultimate goal of the Q12 is to bring management and employees together for the purpose of performance improvement. Management brings the results to the employees to see, and it gives management a chance to where the strengths and weaknesses of the organization lie. Then, management can ask questions based on the strengths or the weaknesses that the data shows. In turn, the employees have a sense of engagement and management gets to hear the problems, so change can occur then.

The researcher is the General Manager of Movie Theatre XYZ and knows the channel for communication could be vastly improved and overhauled. The researcher is not just speaking of the delivery channels of communication, but the information that is pertinent to the daily operation of Movie Theatre XYZ. Information that the researcher is pertaining to is profit and loss statements, budgeting materials, and other forms.



The researcher thinks a best practices model for the corporation should be set-up, designed, and implemented at the same time the culture is being changed. The corporation will benefit from this because there will be continuity throughout the corporation then, meaning one manager will not be treated differently from the other managers.

Through this the researcher reviewed literature on employee engagement, and administered the Q12 employee engagement survey to employees of Movie Theatre XYZ. The results of the survey were analyzed, which drew the researcher to make conclusions and recommendations.

## References

- Are your employees engaged or just committed? (2004, August). *Management Services*, Retrieved June 8, 2009, from Business Source Elite database.
- Brim, R. (2004). The Goal of Management. [www.ManagePro.com](http://www.ManagePro.com)
- Buchanan, L. (2004, December). The Things They Do for Love. *Harvard Business Review*, 82(12), 19-20. Retrieved June 8, 2009, from Corporate ResourceNet database.
- Buckingham, M. & Coffman, C. (1999). *First, break all the rules: What the worlds greatest managers do differently*. New York, NY: Simon & Schuster.
- Collins, J. C. & Porras, J. I. (1994). *Built to last: Successful habits of visionary companies*. New York, NY. Harper Business Essentials.
- Dahl, K., (2006), Culture and Strategy
- Deming, W. E. (1982). *Out of the crisis*. Cambridge, MA: Massachusetts Institute of Technology, Center for Advanced Educational Services.
- Employee Engagement Boosts Bottom Line. (2006, September). *T&D*, Retrieved June 8, 2009, from Academic Search Elite database.
- Employee Engagement and Diversity Satisfaction Linkage Identified. (2006, May). *PA Times*, Retrieved June 8, 2009, from Corporate ResourceNet database.
- Employee Engagement: Still a Goal. (2006, August). *T&D*, Retrieved June 8, 2009, from Academic Search Elite database.
- Engagement defined. (2008, April). *Employee Benefits*, Retrieved June 8, 2009, from MasterFILE Premier database.
- Enhancing Employee Engagement. (2003, March). *Global Cosmetic Industry*, Retrieved June 8, 2009, from Business Source Elite database.

- Enhancing Employee Engagement. (2004, October). *HR Focus*, Retrieved June 8, 2009, from MasterFILE Premier database.
- Falling Employee Engagement: It May Not Be Your Fault, but You Can Still Fix It. (2009, March). *HR Focus*, Retrieved June 8, 2009, from MasterFILE Premier database.
- Fleming, J., Coffman, C., & Harter, J. (2005, July). Manage Your Human Sigma. *Harvard Business Review*, 83(7/8), 106-114. Retrieved June 8, 2009, from Corporate ResourceNet database.
- Golding, N. (2007, August). Measuring staff happiness. *Employee Benefits*, Retrieved June 8, 2009, from MasterFILE Premier database.
- Green, K. (2006, April 6). Our HR Columnist. *People Management*, 12(7), 54-54. Retrieved June 8, 2009, from Corporate ResourceNet database.
- Gubman, E. (2004, July). From Engagement to Passion for Work: The Search for the Missing Person. *Human Resource Planning*, 27(3), 42-46. Retrieved June 8, 2009, from Corporate ResourceNet database.
- Hemsley, S. (2007, June 2). What is employee engagement? *Employee Benefits* Retrieved June 8, 2009, from MasterFILE Premier database.
- Hughes, J., & Rog, E. (2008, December). Talent management: A strategy for improving employee recruitment, retention and engagement within hospitality organizations. *International Journal of Contemporary Hospitality Management*, 20(7), 743-757. Retrieved June 8, 2009, from Hospitality & Tourism Complete database.
- Irvine, D. (2009, May 11). Employee Engagement: What It Is and Why You Need It. *Business Week Online*, Retrieved June 8, 2009, from Academic Search Elite database.
- Johnson, D. A., (2006), TRHRD-730 Class Notes/Handouts

- Ketter, P. (2008, January). What's the Big Deal: About Employee Engagement. *T&D*, 62(1), 44-49. Retrieved June 8, 2009, from Academic Search Elite database.
- Khasru, B. (2005, March 14). Getting the most from workers. *Fairfield County Business Journal*, 44(11), 45-45. Retrieved June 8, 2009, from Corporate ResourceNet database.
- Koch, R. (1998). *The 80/20 Principle*. Yarmouth, ME: Nicholas Brealey.
- Krueger, C., (2004), Elements of High Performing People Process Type Cultures
- Lockwood, N. (2007, March). Leveraging Employee Engagement for Competitive Advantage: HR's Strategic Role. *HRMagazine*, 52(3), 1-11. Retrieved June 8, 2009, from Master FILE Premier database.
- Lussier, N. & Achua, C. (2007). *Leadership: Theory, Application, and Skill Development*. Mason, Ohio: Thomson/Southwest.
- Meisinger, S. (2008, February). Management Holds Key To Employee Engagement. *HRMagazine*, 53(2), 8-8. Retrieved June 8, 2009, from MasterFILE Premier database.
- Minton-Eversole, T. (2007, December). Less Engagement, Less Profit, Research Finds. *HRMagazine*, 52(12), 20-20. Retrieved June 8, 2009, from MasterFILE Premier database.
- Nicholson, N. (2009, March). Make engagement personal. *Communication World*, p. 2. Retrieved June 8, 2009, from Business Source Elite database.
- Paradise, A. (2008, January). Influences Engagement. *Training &Development*, 62(1), 54-59. Retrieved June 8, 2009, from Academic Search Elite database.
- Shaffer, J. (2004, July). Measurable Payoff. *Communication World*, 21(4), 22-27. Retrieved June 8, 2009, from Business Source Elite database.

- Seijts, G., & Crim, D. (2006, March). What engages employees the most or, The Ten C's of employee engagement. *Ivey Business Journal*, 70(4), 1-5. Retrieved June 8, 2009, from MasterFILE Premier database.
- Senge, P., Kleiner, A., Roberts, C., Ross, R., & Smith, B. (1994). *The Fifth Discipline: The Art and Practice of the Learning Organization*. New York, NY: Doubleday.
- Smythe, J. (2008, May). Engaging employees to drive performance. *Communication World*, 25(3), 20-22. Retrieved June 8, 2009, from Academic Search Elite database.
- SPSS technique series: statistics on Likert scale surveys. (n.d.) Retrieved June 8, 2009, from [www.uni.edu](http://www.uni.edu).
- Soyars, M., & Brusino, J. (2009, March). Essentials of Engagement. *Training & Development*, 63(3), 62-65. Retrieved June 8, 2009, from Academic Search Elite database.
- Successful diverse workplaces focus on employee engagement. (2008, April). *CMA Management*, Retrieved June 8, 2009, from Corporate ResourceNet database.
- Teresko, J. (2004, September). Driving Employee Engagement. *Industry Week/IW*, 253(9), 74-74. Retrieved June 8, 2009, from Corporate ResourceNet database.
- Wagner, R & Harter, J. K. (2006). *The 12 elements of great managing*. New York, NY: Gallup Press.
- Wallace, L., & Trinko, J. (2009, June). Leadership and Employee Engagement. *Public Management (00333611)*, 91(5), 10-13. Retrieved June 8, 2009, from MasterFILE Premier database.
- Walton, M. (1986). *The Deming Management Method*. New York, NY: Dodd & Mead.
- Wildermuth, C., & Wildermuth, M. (2008, January). 10Ms of Employee Engagement: Workplace learning and performance professionals need to be engagement champions.

*Training&Development*, 62(1), 50-53. Retrieved June 8, 2009, from Academic Search Elite database.

Wiley, J. & Legge, M. (2006, October). Disciplined Action Planning Drives Employee Engagement. *Human Resource Planning* 8-12. Retrieved June 8, 2009, from Corporate ResourceNet database.

Williams, J. (2008, December). Employee Engagement. *Professional Safety*, 53(12), 40-45. Retrieved June 8, 2009, from Academic Search Elite database.

Van Allen, S. (2006, September). Employee Engagement. [www.gallupconsulting.com](http://www.gallupconsulting.com)

## Appendix A: Consent Letter

### UW-Stout Signed Consent Form for Research Involving Human Subjects

#### Consent to Participate In UW-Stout Approved Research

**Title:** Measurement of Employee Engagement at Movie Theatre XYZ

**Investigator:**

Jason Volk  
volkja@uwstout.edu  
612-232-1266

**Research Sponsor:**

Kari Dahl  
Dahlkar@uwstout.edu  
715-232-1145

**Description:**

This research will help assess and address the organizational cultures strengths and weaknesses of Movie Theatre XYZ, which will aid the efficiency and effectiveness change within Movie Theatre XYZ.

**Risks and Benefits:**

This research will have minimal risk to any of the human subjects involved in taking the survey.

Potential benefits that can come from this research are:

1. Better communication in the Movie Theatre XYZ
2. Image improvement of the Movie Theatre XYZ within the community
3. Employees have a better understanding what is expected of them
4. Longevity of Movie Theatre XYZ

**Special Populations:**

All adults will not have to sign this consent form. Adults will just have to complete the survey and submit it to the assistant manager of Movie Theatre XYZ. Minors will have to have a parent or guardian sign this consent form and complete the survey. Then, submit it to the assistant manager of Movie Theatre XYZ.

**Time Commitment and Payment:**

Every employee that participates in this research will be compensated, for his or her time for filling out the survey.

**Confidentiality:**

Your name will not be included on any documents. We do not believe that you can be identified from any of this information. This informed consent will not be kept with any of the other documents completed with this project, or published with the research results.

**Right to Withdraw:**

Your participation in this study is entirely voluntary. You may choose not to participate without any adverse consequences to you. Should you choose to participate and later wish to withdraw from the study, you may discontinue your participation at this time without incurring adverse consequences.”

**IRB Approval:**

This study has been reviewed and approved by The University of Wisconsin-Stout's Institutional Review Board (IRB). The IRB has determined that this study meets the ethical obligations required by federal law and University policies. If you have questions or concerns regarding this study please contact the Investigator or Advisor. If you have any questions, concerns, or reports regarding your rights as a research subject, please contact the IRB Administrator.

**Investigator:** *Jason Volk*

612-232-1266, [volkja@uwstout.edu](mailto:volkja@uwstout.edu)

**Advisor:** *Kari Dahl*

715-232-1145, [Dahlkar@uwstout.edu](mailto:Dahlkar@uwstout.edu)

**IRB Administrator**

Sue Foxwell, Director, Research Services  
152 Vocational Rehabilitation Bldg.

UW-Stout

Menomonie, WI

715-232-2477

[foxwells@uwstout.edu](mailto:foxwells@uwstout.edu)

\_\_\_\_\_  
Signature of parent or guardian:..... Date  
(If minors are involved)



## **UW-Stout Implied Consent Statement for Research Involving Human Subjects**

### **Consent to Participate In UW-Stout Approved Research**

**Title:** Measurement of Employee Engagement at Movie Theatre XYZ

**Investigator:**

Jason Volk  
volkja@uwstout.edu  
612-232-1266

**Research Sponsor:**

Kari Dahl  
Dahlkar@uwstout.edu  
715-232-1145

**Description:**

This research will help assess and address the organizational cultures strengths and weaknesses of Movie Theatre XYZ, which will aid in the efficiency and effectiveness change within Movie Theatre XYZ. The data gathered from the Q12 survey will not be presented to any research committee, or published.

**Risks and Benefits:**

This research will have minimal risk to any of the human subjects involved in taking the survey.

Potential benefits that can come from this research are:

1. Better communication in the Movie Theatre XYZ
2. Image improvement of the Movie Theatre XYZ within the community
3. Employees have a better understanding what is expected of them
4. Longevity of Movie Theatre XYZ

**Special Populations:**

All adults will not have to sign this consent form. Adults will just have to complete the survey and submit it to the assistant manager of Movie Theatre XYZ. Minors will have to have a parent or guardian sign this consent form and complete the survey. Then, submit the consent form and completed survey to the assistant manager of Movie Theatre XYZ. The minors will also have to put the consent form and completed survey into two different security envelopes.

**Time Commitment and Payment:**

Every employee that participates in this research will be compensated for his or her time for filling out the survey.

**Confidentiality:**

Your name will not be included on any documents. We do not believe that you can be identified from any of this information. This informed consent will not be kept with any of the other documents completed with this project, or published with the research results.

**Right to Withdraw:**

Your participation in this study is entirely voluntary. You may choose not to participate without any adverse consequences to you. Should you choose to participate and later wish to withdraw from the study, you may discontinue your participation at this time without incurring adverse consequences. However, should you choose to participate and later wish to withdraw from the study, there is no way to identify your anonymous document after it has been turned into the investigator.

**IRB Approval:**

This study has been reviewed and approved by The University of Wisconsin-Stout's Institutional Review Board (IRB). The IRB has determined that this study meets the ethical obligations required by federal law and University policies. If you have questions or concerns regarding this study please contact the Investigator or Advisor. If you have any questions, concerns, or reports regarding your rights as a research subject, please contact the IRB Administrator.

**Investigator:** *Jason Volk*

612-232-1266, [volkja@uwstout.edu](mailto:volkja@uwstout.edu)

**Advisor:** *Kari Dahl*

715-232-1145, [Dahlkar@uwstout.edu](mailto:Dahlkar@uwstout.edu)

**IRB Administrator**

Sue Foxwell, Director, Research Services  
152 Vocational Rehabilitation Bldg.  
UW-Stout  
Menomonie, WI 54751  
715-232-2477  
[foxwells@uwstout.edu](mailto:foxwells@uwstout.edu)

**Statement of Consent:**

By completing the following survey you agree to participate in the project entitled Measurement of Employee Engagement at Movie Theatre XYZ.

\_\_\_\_\_  
Signature of parent or guardian:..... Date  
(If minors are involved)

\_\_\_\_\_  
Signature of participant..... Date  
(Minors involved in the thesis/study)

## Appendix B: Q12 Survey Instrument

## Q-12 Survey Instrument

(gmj.gallop.com)

## Measurement of Employee Engagement at Movie Theater XYZ

**This research has been approved by the UW-Stout IRB as required by the Code of Federal Regulations Title 45 Part 46.**

This survey is designed to assess the level of employee engagement. The participation in this survey is voluntary, but your input is highly valued.

Please rate each question on a scale of 1-5

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

- \_\_\_ I know what is expected of me at work
- \_\_\_ I have the materials and equipment that I need to do my work right
- \_\_\_ At work, I have the opportunity to do what I do best everyday
- \_\_\_ In the last 7 days, I have received recognition or praise for doing good work
- \_\_\_ My supervisor or someone at work cares about me as a person
- \_\_\_ There is someone at work who encourages my development
- \_\_\_ At work, my opinions seem to count
- \_\_\_ The mission/purpose of this company makes me feel my job is important
- \_\_\_ My associates (fellow employees) are committed to doing quality work
- \_\_\_ I have a best friend at work
- \_\_\_ In the last six months, some at work has talked to me about my progress
- \_\_\_ In the last year, I have had opportunities at work to learn and grow

What do you like best about your job?

If you could change anything about your job, what would it be and how would you change it?

## Appendix C: Qualitative responses

<b>13. What do you like best about your job?</b>
The rapport between the employees
The Chemistry
Its very casual, social, and entertaining
Co-workers & good hours
The friendly atmosphere
Free movies, Fun people, relaxed work environment
The atmosphere. I enjoy interacting with people, so working with customers is awesome. I enjoy my fellow employees and management. We have fun at work which allows me to have fun at work.
Everyone works well as a team and busy times go by smoothly
Being with peers my age and improving my customer service skills
The sense of a family
The shifts, they're not too long
The atmosphere is laid back while still creating a learning environment
Getting to work with fun people. I don't dread going to work cause usually it's fun. Free movies
Work environment & people are extremely positive
The employees
Friendliness of employees
I enjoy the people I work with I also like when I'm respected and treated like I know what I'm doing.
Has a fun atmosphere & I always enjoy coming to work.

The people I work with and free movies
<b>14. If you could change anything about your job, what would it be and how would you change it?</b>
Scheduling could be more timely; this requires everyone to get their PTO's in on time and swifter management in filling out the schedule.
The schedule being released a day before
I would change the level of immaturity from the "older" "Higher Ranked" workers
Schedules would come out earlier
Keep the temperature of the lobby and bathrooms at a comfortable level all year round
A little more discipline with regards to cleaning practices and overall employee work ethic
I would want more organization with scheduling employees and when people work or need to take off and or finding replacements. I wish that some employees were more willing to take shifts when others really cant work , especially when you take their shifts often. Also some people shouldn't be so bossy; it really kills the atmosphere
Some sort of employee of the month recognition at work meetings for employees who have gone above and beyond. I would like a new foot stool because the one we have now is not sturdy enough for cleaning the popcorn machine
How well and often things are leaned just clean everything more often and the advertising behind the counter things would sell better if it was more flashy
The schedule being made on the same day of the week. Easier to know when to and when not to come in
We could use better equipment so the job runs smoother. Training could be more detailed so employees know what is expected of them
Have the schedule out once a month, not once a week. At least have it out by Sunday so you know a week ahead
Computer/Equipment Overhaul
No one hour shift
Incentive program, more work get-togethers
I would like to know what is expected of me more. Either for that day, or

months down the road. I feel like the managers have different plans for my time here every week
Nothing
Nothing LOVE IT HERE
Getting my schedule a little sooner would be helpful